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GRAND & TOY'S

GARRY WOOD

looks to flip the office
supply biz on its head

.....

Hbc's

department stories:

TALES OF REINVENTION AND INNOVATION

.....

THE LIST

Canada's future marketing icons revealed



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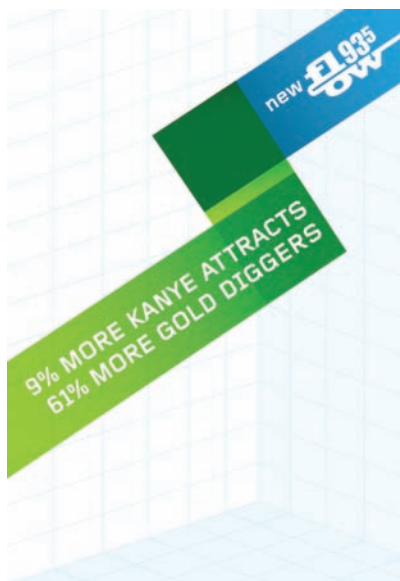
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Patrick Dickinson's retail therapy refreshes Zellers and the Bay

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MORE COJONES

Canada's next marketing icons



On the cover

To convey the radical change Grand & Toy president Garry Wood is leading at the office supply retailer (see Word From the Corner Office, page 11), the concept of literally turning the brand on its head came up, in a brainstorming session with Ove AD Randy Van Gerwan. To stress the scale of the idea behind G&T's new strategy – moving from a simple vendor relationship to one of problem-solver for businesses – Wood was supposed to turn on an upside-down lamp on the upside-down desk. Apparently the lamp broke. And while it is well-known that our creative director, Stephen Stanley (who did the Photoshop magic), is opposed to overly literal cover concepts, we accept his story that it was an accident. Photographer Paul Perrier's innate talent for camera gymnastics (evidenced above) earned him this particular cover gig.



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Much ado about water. **Target** prepares you for new aqua brands in a brave new post-Aquafina tapwatergate market.



Who's top of the class?

It's back to school time, and we here at *strategy* have been doing our bit on the education, adjudication and homework fronts. We've been canvassing the industry over the summer to identify the best and the brightest, and to bring their work to your attention.

One of those homework assignments was researching the sequel to last year's Cojones special report. Last time out we asked industry icons like Frank Palmer and Phil Donne to identify Canada's NextGen marketing icons – the folks who get 'er done, and lead and inspire by example. This time around we asked last year's crop to tell us which of their peers are also making their mark on the industry, and the result is another impressive list of marketing execs whose accomplishments range from helping kids in need or fighting pollution, to rejuvenating iconic Canadian brands. Go ahead, peek (page 29).

And to spread the homework around, *strategy*'s fiercely competitive Agency of the Year process is underway. We polled over 50 of you to find out which agencies' work warranted an invitation to vie for AOY status this year. Prompted by a list describing each agency's recent campaigns, senior marketers and agency execs responded with a simple vote of yes or no to determine the field. That exercise yielded the following (longish) shortlist:

BBDO
Bleu Blanc Rouge
Bos
Cossette
DDB

Dentsu
John St.
Lowe Roche
Leo Burnett
Ogilvy & Mather

Rethink
Sid Lee
Taxi
Zig

The agencies have submitted their five-campaign entries, and the judging of creative and strategic merit has begun. The names of the marketers and agency execs judging this year's AOY will remain shrouded in secrecy for now, lest the temptation to share "contextual" material of any nature overwhelms anyone. All we *will* share is that this could be quite a shake-up year.

And in the interest of furthering industry learning and identifying the next level of marketer/agency partnerships, once again we invited case submissions for the BIG awards, *strategy*'s recognition of the work Beyond Advertising that agencies are involved in. BIG showcases Big Ideas with Big Impact. And to please the marketers who helped shape this award – and anyone else interested in hearing about efforts with significant market impact – the Big part also pertains to the client. Eligible projects are for companies that spend \$20 million on media and represent \$2 million in revenue for the agency. (The media spend is at the P&G level, rather than at a brand level, and is intended to identify companies that could source any expertise desired for these non-advertising projects, indicating a big vote of confidence in the partnership with their agencies.)

On the media front, we also enlisted the industry's participation over the summer to find out who's on top of their game, asking which shops have impressed with their innovation and knowledge, and to determine the top Rising Media Star. The results of voting on Media Agency of the Year and Media Director of the Year are particularly intriguing this year. However, in the spirit of back-to-school, you will have to wait a spell to see how everyone did.

The top Rising Media Star will be revealed at the *strategy* Media Forum this month, but AOY, MAOY and BIG marks will not be delivered until the November issue (in case you had any OTB action in mind). The AOY awards show is earlier this year, November 1st in fact, at which time we'll also celebrate the Media Agency and Media Director of the Year, and BIG winners.

To everyone who participated in polling, voting, writing cases and judging, thanks for your time! And to all the contenders, good luck. Cheers,mm

Mary Maddever, exec editor, *strategy* and *Media In Canada*

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I've fallen and I can't get up!

In celebration of its 25th anniversary this year, *USA Today* has been publishing 25 lists over the course of 25 weeks "designed to spark conversation and debates." Last month they published the "Top 25 Ads We Can't Get out Of Our Heads".

Here are the Top 10:

1. Life Alert: I've Fallen, and I Can't Get Up! (1990)
2. Apple Macintosh: 1984 (1984)
3. Wendy's: Where's the Beef? (1984)
4. Isuzu: Joe "Trust me" Isuzu (1986)
5. Energizer: Energizer Bunny (1989)
6. Bartles & Jaymes: Thank You for Your Support (1985)
7. California Raisin Advisory Board: Heard it Through the Grapevine (1986)
8. Budweiser: Croaking Frogs (1995)
9. Bush campaign: Willie Horton (1988)
10. California Milk Processors Board: Got Milk? (1993)

A couple of things struck me about this list, the first one being the spot ranked at number one.

I was shocked that a 15 second low-budget spot for a life-saving gadget was recalled by more people than any of the extravagant multi-million-dollar commercials that appeared further down the list, and how could it beat out Apple's "1984"? Pepsi's "Michael Jackson on Fire" came in at number 14 and Nike's 1987 "Revolution" placed 17th.

The editors of *USA Today* described Life Alert's slogan this way: "The best-remembered (and most-parodied) commercial phrase of the past 25 years ... comes from that elderly woman using the Life Alert gizmo around her neck to call for help. It is the ultimate product-as-hero ad." In short, it's enjoyed one of the most successful viral campaigns since "viral" was even a word in ad-lingo.

Also striking was that none of the commercials in the top 10 (and only one in the Top 25) was created in the past 10 years. Why is it that with all the technology, production budgets and multiple platforms available in the 21st century that none of the work produced in the last decade was deemed worthy of a ranking? I don't know the answer to the question... I'm simply posing the question.

Obviously the list is subjective, and I for one don't recognize a couple of spots simply because it's an American list, but it got me thinking that maybe the industry as a whole is too preoccupied with bedazzlement rather than focusing on the basics of telling a story?

As award season in Canada approaches I think we'll see that some of the contenders for the Cassies and strategy's Agency of the Year have embraced this back to basics approach and will be rewarded accordingly. **cm**

Claire Macdonald, publisher, *strategy/Media in Canada* 416-408-0858

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November 2007

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and

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“without any of that nas

DDB deploys opportunistic Radar

Radar DDB, the new “social media catalyst” based out of DDB Canada’s Vancouver office, aims to eschew traditional, often slow-moving agency procedures to quickly insert brands into hot water-cooler topics.

For example, when Radar was still in development last month, managing director Yvonne van Dinther noticed the frenzy surrounding cute polar bear cub Knut at the Berlin Zoo and thought it would be a perfect PR opportunity for DDB client Canadian Tourism Commission. DDB quickly put together a CTC-branded “care package” for the bear, as well as “quick and dirty” CTC postcards to be distributed at the zoo. As a result,

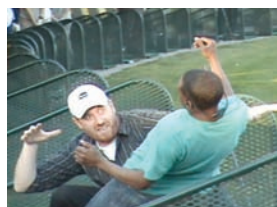


photos of Knut playing with a red CTC ball landed coverage from news outlets around the world.

“We’re set up to be opportunistic in our approach,” says van Dinther. “In some cases, you have to be able to move quickly to get into the conversation.”

Radar will also focus on working brands non-invasively into Web 2.0 dialogues on social networks like Facebook. Its staff of four includes van Dinther (formerly VP of DDB’s brand integrity group), senior strategist Steve Wright, social media expert James Chutter and producer Blaine Pearson. **AB**

PICK FROM ABROAD : The U.K.



MOTOROLA'S KRUMPING CREW

Motorola’s fictional krumping crew, The Wirebreakers, ambush unsuspecting golfers, tennis players and cheerleaders with moves from the highly energetic dance, and the resulting video antics have been seeded on sites like YouTube and MySpace.

The Wirebreakers aim to demonstrate the freedom from getting tangled in earbud wires that the new MotoROKR wireless Bluetooth stereo headphones allow. One video features a limber male krumper going nuts in a library, complete with a 360-degree flip. A YouTube posting of it, called “360 Flip in Library,” had been viewed almost 200,000 times by mid-August.

The effort, also seen at wirebreakers.com, is the work of London agencies The Cake Group and The Viral Factory. **AB**

INTEL PUTS ON ITS GAME FACE



Attention gamers: Toronto-based Intel Canada has just launched gamefaces.ca, where gaming enthusiasts can create personalized visual “game face” tags that they can embed on other sites like blogs, chat forums, MySpace and even in their email signatures. The site will also

host a database of the faces, enabling curious competitors to search for their rivals’ “faces” to see what they look like.

“It’s an opportunity to create a stronger relationship with our target,” explains Elaine Mah, marketing manager at Intel Canada, adding that the site’s target is 18-34, skewing male. “This is very much a Canadian initiative.”

Intel launched the site on August 24, coinciding with its sponsorship of the World Series of Video Games at Fan Expo Canada in Toronto, a three-day convention for gaming, comic, sci-fi, anime and horror enthusiasts that attracts over 45,000 people.

The “Intel Gaming Zone” covered 25,000 square feet of the convention’s floor space, and included an area where convention attendees could test-drive PCs equipped with IntelCore2 Extreme processors, as well as race each other in replica F1 racing simulators and even insert themselves instantly into Intel ads. Intel also sponsors Team Evil Genius, Canada’s top-performing team in World Cyber Game tournaments.

Intel did what Mah describes as a “very concentrated burst” of wild postings, online and radio efforts for just over two weeks leading up to the convention, with Toronto-based Sharpe Blackmore Euro RSCG. The website will be promoted through a viral effort with Toronto-based PR firm Hill & Knowlton that will roll out in the very near future. **AB**

WATER COOLER

ASKING CANADIANS

With Grand & Toy moving out of the consumer space, its smallest customer sector (see page 11), *strategy* wondered who was filling the void.

What's your fave destination for office and back-to-school supplies? Who has the best product range, location and service?

| | |
|-------------------------------|--------------|
| Staples/Business Depot | 49.8% |
| Zellers | 24.3% |
| Wal-Mart | 23.4% |
| Grand & Toy | 2.5% |

This poll of 1,000 Canadians was conducted by the Asking Canadians™ online panel from August 13th to August 16th, 2007.
www.askingcanadians.com



FLUEVOG TRIES ON USER-GENERATED MEDIA BUYS



Vancouver-based Fluevog Shoes is torn between three magazines to buy ad space in – *Alarm*, *Beautiful Decay* or *Juxtapoz*. So the shoe brand is getting consumers to decide for them on the “VogPopuli” section of fluevog.com (which it used last year to help select creative for a new campaign). Voters are eligible to win subscriptions to one of the three publications.

“It made sense to us to let our existing Fluevogers choose the next magazine,

as they are the ones who will see us in it,” says Stephen Bailey, Fluevog’s marketing and communications director. “We received so many valuable comments from the last VogPopuli sessions that we’re eagerly awaiting the feedback.”

Bailey says last year’s consumer commentary included gems like this: “Brilliant idea. I get to feel important, but without any of that nasty smugness aftertaste.”

Fluevog’s current print buy includes mags like *HoBO*, *Bust*, *Vice* and *Radar*. Bailey says the user-gen route is particularly apt for the brand, given that its target is hard to pinpoint, being more psychographic than demographic. “We have everything from 45-year-old lawyers to starving students, celebs to industrial designers, waitresses in Iowa to retired Mums in Ottawa. We usually just revert back to our tagline: ‘Unique Soles for Unique Souls.’” **AB**

Brilliant!

◀ By Annette Bourdeau ▶



SunChips is getting into the documentary business. Sort of. The Mississauga-based Frito Lay brand is supporting its new Start a Wave campaign by commissioning a doc about “wavemakers” (women making a difference in their communities) across Canada.

SunChips waves women in with grassroots efforts

“We have this gem of a brand that has homegrown equity we haven’t leveraged,” says Tina Mahal, marketing manager, SunChips. “We’re really hoping to bond with women, and have more people know what SunChips stands for.”

One wavemaker is Richmond, B.C., resident Mary Gazetas, who founded the “Sharing Farm” to grow fresh food and vegetables for the local food bank. Print and TV ads by BBDO Toronto tell each of the women’s stories, emphasizing that even one person can make a difference, and encourage consumers to find out how to make a difference themselves at startawave.ca. The print campaign is running in August and September issues of magazines like *Chatelaine*, supported by two 30-second TV spots.

The doc follows up-and-coming singer Hayley Sales on her concert tour as she interviews wavemakers along the way. Sales, whom Frito Lay found through Universal Music Canada, is writing a song about her experiences talking to the “wavemakers.” She’ll debut it during a special gala in Toronto on October 5, the night before the documentary airs on W. It will then be available for downloading on iTunes, with all proceeds going to the Weekend to End Breast Cancer and Childhaven.

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The shake-up

Grand & Toy president Garry Wood is turning the 125-year-old company's business model on its head

◀ By Annette Bourdeau ▶



In less than two years, Grand & Toy president Garry Wood has changed the way the company does business – altering its mandate, restructuring it into five different business units (technology, interiors, office supplies, digital imaging and services) and undergoing a comprehensive rebranding effort. His goal is to make the company, founded in Toronto in 1882, more than just a supplier of commodities.

Wood envisions Grand & Toy as an ideal strategic partner for its larger corporate customers, which it will tackle through increased reporting on cost-savings and more strategic buying (by combining large orders to drive down suppliers' prices). It is also aggressively going after small businesses for the first time, introducing Grand & Toy Small Business Accounts and transforming its once-tired retail locations into vibrant "small business centres" that house products like web-hosting software and digital imaging solutions, as well as educational/networking seminars. Since the seminars began last spring, they've been attracting an average of 40-50 attendees each – quite significant in the small 3,000-4,000-square-foot stores, of which there are over 40 across Canada.

In a nod to the "small business centre" transformation, this year's back-to-school campaign integrated back-to-work messaging, too. For the past two decades, consumers

I realized that our customers were really looking for a lot more than just pens and paper. They were actually looking for more value – something that would give them long-term benefits versus just another saved penny or two on a blue pen

have represented just 10% of Grand & Toy's business, and the company plans to focus even more on B2B in the future.

Also to appeal to small and medium-sized businesses, Grand & Toy will begin partnering with large firms in service fields like human resources and accounting, using its clout to negotiate bulk prices for its smaller customers.

Last year Wood brought in a new marketing VP, Kevin Edwards, who joined Grand & Toy after a 10-year stint at Jamieson Vitamins, where he led innovations such as the branded reality show *Slim Down TV*. The company also brought Toronto-based Publicis and its wing Ove Design on board last year to help freshen up its image and communicate its new offerings. The resulting brand template features the use of bright, vibrant colours, a new logo featuring G&T in a green circle and the tagline "Performance Enhancing Offices." A general awareness execution features a funky young professional jumping up in the air and reads: "Change is in the air. Find out what's new at Grand & Toy."



GRAND & TOY'S ALL-STAR BACK TO SCHOOL EVENT

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FEATURING:

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A \$9,000 value!

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The first campaigns after the rebranding began rolling out early this year, and included an "Office Makeover" contest to highlight its interiors business. Grand & Toy has in-house office design services that it offers for free to companies buying new office furniture. The services have been available for years, but research showed that there was very little awareness of them.

All communications are tagged with grandandtoy.com, where the company does 62% of its business, generating over \$400 million in annual revenue. This fall, Grand & Toy plans to beef up the site even more.

Wood is so confident in the new model that he anticipates the business will double over the next three to four years. *Strategy* talked to Wood and Edwards about the process of overhauling an iconic 125-year-old company.

What prompted you to rebrand?

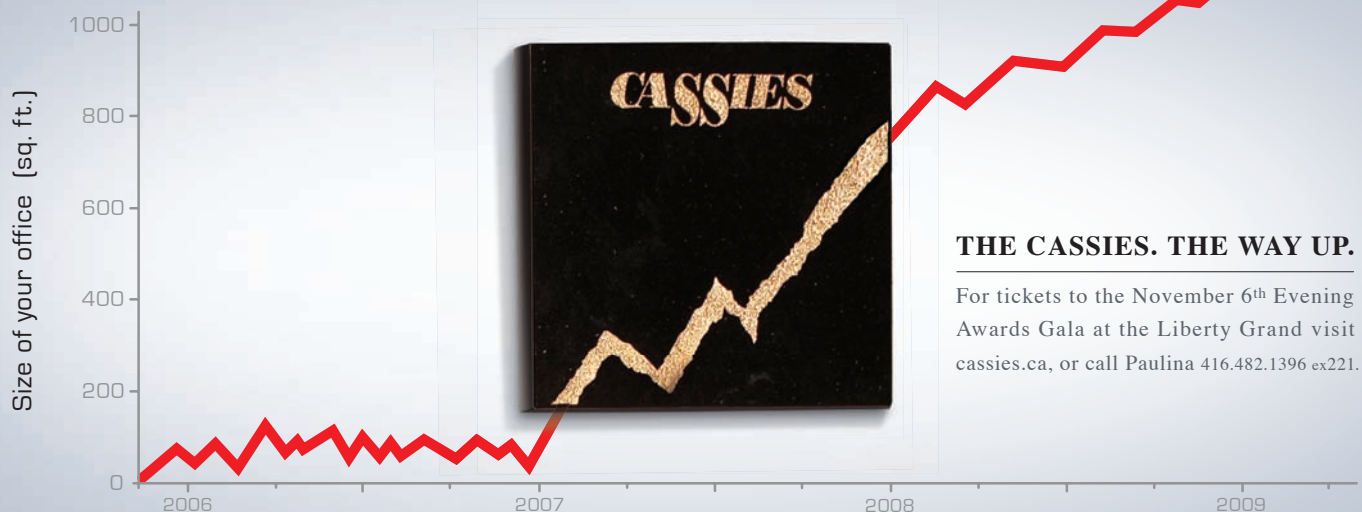
GW: I was hired nearly two years ago to see how we could bring more value to our customer base and create shareholder value. I realized that our customers were really looking for a lot more than just pens and paper. They were actually looking for more value – something that would give them long-term benefits versus just another saved penny or two on a blue pen. I quickly realized that this industry has not delivered on what the customer base is really asking for.

KE: Our brand identity had not really been updated in about 30 years. We were still using a reiteration of a logo that was designed in the early 1900s. It was about signalling change, putting a fresh face on Grand & Toy, but also indicating that there are robust offerings that customers were not aware of. We've broadened our product line, we've updated our e-commerce platform. In general, we're signalling to customers that there are a lot of great new offerings available at Grand & Toy.

What were some of the challenges surrounding the rebranding?

KE: Anytime you look at an organization that's over 125 years old, one of the first things you must do is talk to your customers and see what it is they value, and why you have such loyal customers. Our customer base

As Grand & Toy concentrates more on B2B, even Back-to-School efforts had a back-to-work slant this year.



is intensely loyal. We found, more than anything, a willingness to not put us in a box, to want us to succeed and to go into different areas they felt we had a right to be in. In particular, into interiors, which we've been in for years, but the awareness wasn't there.

Why did you select Publicis, and how has that partnership been working?

KE: Excellently. Not only Publicis, but their branding division, Ove. They've really helped us tie it all together and guided us through the discipline of rebranding an entire company – this theory of a branded house versus a house of brands. We've had a lot of acceptance internally, and that's been through the leadership of Publicis and Ove.

Was the introduction of programs like the Small Business Success Seminars a result of this research and reshifting?

GW: Yes. That's one aspect of another plan. In Canada, there's a definite need for a small/medium business person to find a variety of services. And we want to provide all of that in a one-company, one-location situation, whether it be HR issues, financial advice or helping them find tax planning or legal services. Eventually we'll be coming out with



a suite of services under one brand that will help them get all those questions answered.

What do you envision this looking like?

GW: The concept is to partner with large or medium-size law firms, as an example. Think of it as small equals big, if you wish. You may be small, but in the community of many small businesses under Grand & Toy, we're going to go out and find the best people possible to help you.

Just because you're small doesn't mean you have to deal with the small one-man law firm. Because we want to be your customer advocate. We're going to treat you like a large customer, we're going to go out and negotiate on your behalf collectively in a community environment.

When will campaigns to support the new business services launch?

KE: We're going to begin within the next



ilaugh.com connects you with a
100% male*
audience

(although we suspect a few of those are females secretly into toilet humour).

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quarter, not only testing but rolling out services across Canada. Some things you need to test, and other things, through research, you know your customers want.

I'll give you three areas we're going to focus on: HR services; couriering is something we need to offer for our small business customers to create a bit of a destination; and we've been very successful in rolling out our website hosting product.

What are you doing to appeal to your large-enterprise customer base?

GW: Right now, this industry is a seller of commodity products. It's all about the price of the pen. We are moving toward being a partner of strategic sourcing. This is very important, because there are hundreds of thousands, if not millions, of dollars to be saved by customers across Canada – large-enterprise customers.

This is going to really resonate with the strategic sourcing professional out there. If you think about the 1980s, the up-and-coming person in any large organization was the IT professional. Today it's the strategic sourcing professional. They have an opportunity to save the company a lot of money. Not only in the way they buy, but also through improved processes.

We believe there's probably 10 or 15% of costs that are not being truly managed at the large, strategic level. And, depending on the size of your company, this could be worth one million dollars plus. If you were to ask these companies how much they

spend on office supplies, printing, shipping and receiving, and on cheques on accounts payable, they couldn't tell you. Because no one sees it, no one truly manages it rigorously. Our customers – our research is showing – are asking us to help them source cheaper.

There are many customers out there that are buying a variety of these services from many, many suppliers. Now you have four, five, six trucks rolling into your business. That is very costly, and not very friendly to the environment, versus having one vendor, being able to reduce the number of cheques and the

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One aspect of G&T's new go-to-market strategy is driving awareness of the little-known services it provides, such as free office design, as well as the advantages of consolidating business vendors – the "one truck, one cheque" value.

number of trucks, and truly have a partner to bring more value to that customer.

The real cost savings is not in the price of the pen, but everything that goes around it. People are starting to get this.

Do companies have to commit to concentrating their business with you?

GW: No. We want to earn your business. Each situation is different, but the concept "you will save money by concentrating your purchases at Grand & Toy" is one that we will guarantee, year over year.

Let me explain the Big Blue Pen concept: Right now, when customers go to a RFP, they will decide that they need a quote on 20 different types of pens. But by doing that, they limit our ability to be a strategic sourcer. Our option is to say, 'Listen, you need a good black pen, blue pen, green pen or whatever, but limit it to that and let us go out and combine your order with other customers' orders and actually buy the best black, blue, green pens that we can find at the best price, by amalgamating that demand.' So one month it might be Bic, one month it might be Stadler.

The point is, by letting us be truly strategic partners, we'll drive the price down and guarantee the quality of the pens, versus just providing the 20 pens that you asked us to quote on.

How do you envision the strategic sourcing going into market? Will clients work with account managers?

GW: Yes. We have account managers that take care of the large and enterprise



customers. We are also pioneers in the reporting of usage, and because we've been around 125 years, with over 110,000 corporate customers across the country, we have a databank of best practices. So we can share ideas and ways to save money. Because, quite frankly, what someone's doing in B.C. might be a lot better than what someone's doing in Moncton, New Brunswick.

So further down the road, when a client calls their account manager to order pens, they could also say...

GW: Let's sit down, take a look at all of your procedures, and see what we can do for you by sharing some of these best practices.

We're also the largest distributor and re-seller of office furniture in Canada, so let's take a look at how we can help you with that. Let's take a look at how we can help you with printing and digital imaging and all of your

paper needs. So when you combine all of those, you'll be saving, but you'll be spending more with Grand & Toy.

The real savings are on the process. For example, a large corporation wants to

redo a floor. They go out and hire a designer. The designer sits down and designs the floor layout and goes out to public tendering on the bid of the actual furniture.

We actually offer the design service for free. So why do you want to spend hundreds of thousands of dollars to do that when you can do that with us for free? We have [design] offices out west, in Quebec and in Toronto.

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Ipsos Reid



biz.

There are obvious opportunities to save substantial dollars that companies just don't know about. So we have to go out and educate. We're going to be doing that as we go forward.

How are you going to go about educating people?

GW: Some of it is already in place, and some of it will have to be designed going forward. The ones in place right now are the efforts through our sales force.

What are the goals of the new strategy? Is it about increasing your revenue and taking a bigger chunk of the marketshare?

GW: Well, no. Obviously that's the driving force, there's no doubt that we want to grow. It's great selling a lot and making money, but it's even better when your customers are satisfied. Grand & Toy didn't get to be 125 years young by not having really strong customer loyalty. It's a combination of loyalty and being a leader in an industry that needs to be changed, because the demand is out there.

The next step for Grand & Toy is to inform consumers of the services available as part of the company's new business-solutions partner strategy.

How has Grand & Toy's structure been affected by this shift?

GW: We've completely restructured the organization. We've set ourselves up into five business units. We've articulated. We've hired. We've spent hundreds of thousands of dollars to bring these people in. The majority of them are not from the traditional office supply/stationery business. They are experts in their specific fields, and we've brought them in to lead the charge. They've hired a bunch of support staff. This is a serious push to transform not only Grand & Toy, but the industry itself.

Has the recent hiring spree affected the marketing department?

KE: Yes. We've added about 10 people. [Almost doubling the department to its current staff of 22].

What percentage of your business is e-commerce?

GW: 62%, approximately, depending on the month. We're in the top five e-commerce businesses in Canada. The average e-commerce play for most companies is around 10-15%.

How have you built it up to that level?

GW: In the past, we'd go to our customers and show them e-commerce solutions that would save them money, time, effort and give them clarity. So we basically pioneered e-commerce around 2000, and we came out with a cost-saving system that directed invoices to specific departments. As a result, we drove a lot of efficiencies in the number of cheques that were being issued.

Since 2001, we've tripled our B2B business. Those e-commerce systems for the large enterprise businesses are all customized for their particular needs. So we'll go in and design a website for them that only their employees have access to. Customized interfaces. It's a direct link to us with next-day delivery.

How do you plan to protect this e-commerce business and help it grow?

GW: By responding to the customer's needs.



There's no better way. If the customer wants something and you're not giving it to them, you're likely going to lose them. The reverse of that is that if you're listening to them and trying your best to deliver something that they want, the loyalty base is there.

We're taking that traditional business model of selling a commodity and flipping it on its head. We're moving from a commodity-based model to one that's more of a professional-service provider approach, and it's going to be measured not only on the price of the pen, but also on the value of the service rendered.

KE: We're launching a complete new search engine capability which is going to be the industry standard. It is going to be spectacular. The ability to upsell, suggest products – to move customers to products that definitely suit their needs by looking at what their histories have been and pointing them in different directions.

When do you expect that to launch?

KE: The latter half of Q3, so we're going to begin our beta testing, and it will likely be ready in September or October. We're going to do some degree of communication focused around that as a separate piece.

It's really going to be not only the standard in our industry, but also the standard in many industries. We've managed to convert more than 60% of our customers' purchases to online, so it was important that we develop the best platform possible. If they're used to the catalogue, we had to make sure that the catalogue translated online just as well.

Where do you see Grand & Toy in 10 years?

GW: Our goal is to double our business in the next three to four years. ■

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AQUENT



DEPARTMENT STORE SAVIOUR

Hbc's Patrick Dickinson is on a mission to revitalize The Bay and position Zellers as an innovation leader, one step at a time

◀ By Annette Bourdeau ▶

Don't write off the Bay quite yet. Patrick Dickinson is just getting started.

The GM, marketing at Hbc joined the company just over a year ago, and he's already more than made his mark. From overhauling the Bay's merchandising strategy to repositioning Zellers as a low-priced design and innovation destination, Dickinson has quickly begun to implement his visions for the two brands he's responsible for.

His efforts are paying off, too. Hbc cracked the Top 10 in Leger/ Marketing's corporate reputation survey for the first time ever this year, and sales of the Bay's new private label apparel brand, Baia, have been strong enough to start rolling it out beyond the initial eight locations it launched in earlier this year. "What he's been able to do is nothing short



of miraculous," says Arthur Fleischmann, president of Toronto-based John St., the Bay's new AOR. He marvels at how Dickinson has been able to flip the 150-year-old retailer's age-old strategy – to fill the store with merchandise and have marketing sell what's there – on its head, instead focusing on a central idea and building the marketing, merchandising and



His biggest strength is his ability to get all stakeholders behind a vision. He's not a theorist; he makes the vision achievable

communications strategy from there.

For example, this past spring the Bay launched its Garden Party event, which sold an array of products, from patio furniture to dresses and margarita shakers, around the theme. "This is a new way of going to market for the Bay. It's idea-centric as opposed to merchandise-centric," says Fleischmann.

The Garden Party promotion was a success, and Dickinson is leveraging that win to launch another themed promotion this fall

called Boom. It centres on the idea of protest, revolution and style, and entails guerrilla stunts like last month's "protest" at Toronto's Union Station, featuring models and actors "fighting for their right to look fabulous."

"The thing the Bay can do is offer a total lifestyle solution," says Dickinson. "It's really about how we merchandise ourselves."

Dickinson wasn't a stranger to Hbc before joining it last year. In 2001, he crafted a new strategic blueprint for Zellers while pitching



Dickinson sees the Bay as Canada's flagship retail destination, promoting shopping themes to lure traffic, while design and innovation promos are the Zellers USP

for the business at Riddochdickinson, an agency he co-founded with creative director Brad Riddoch. In 2002, he founded his own consultancy, Storefront Marketing Solutions, to which Hbc followed him. Other clients included mortgage broker HomeTrust and Bell Canada. In 2006 Hbc approached Dickinson

to take on the position of GM, marketing, with the freedom to shake things up.

"I realized the position was going to be incredibly influential," recalls Dickinson.

"I thought, 'If I don't take it, someone else will do a great job and I'll be jealous. Or, someone else will do a lousy job, and it will be a wasted opportunity.'"

Dickinson envisions the Bay as Canada's flagship retail destination, offering high-quality lifestyle solutions plus an enjoyable shopping experience for the 35-50-year-old urban, stylish women. "It's about being surprising. It's about being engaging – there is always going to be that sense of discovery," he says.

The themed areas within the stores promoting initiatives like Garden Party and Boom are one way to keep the retail experience fresh. Another is the introduction of private label brands like Baia to give shoppers a reason to visit the stores. The stylish fashion brand is moderately priced, and aims to appeal to busy women who don't want to lose their sense of style as they get older.

Meanwhile, Dickinson is also focused on repositioning Zellers to help it survive against

competitors like Wal-Mart, Canadian Tire and even Loblaw. Hbc has revamped the Zellers brand to make it more like Target, the cheap and chic U.S. discount chain that has had some success competing with Wal-Mart.

"What's going to really differentiate us is innovation," he says. "We want to be design leaders." He points to this summer's "cheap and cheerful" good-looking patio plastics promotion as an example of how Zellers is using design and seasonal innovation to attract shoppers.

This back-to-school season also emphasizes innovation with pieces such as backpacks featuring built-in MP3 players. Zellers will also focus on keeping its private label fashion brands like Request stylish and trendy.

Both Fleischmann and David Moore, president/CEO of Toronto-based Leo Burnett, Zellers' AOR, are struck by how quickly Dickinson's impact has been felt. "I think what he's brought to Hbc is a better articulation of the banner's vision, and a consistency at the



store level that matches the brand promise," says Moore. "His biggest strength is his ability to get all stakeholders behind a vision. He's not a theorist; he makes the vision achievable."

Debbie Edwards, Hbc's SVP, marketing, agrees. "He's able to paint a picture that makes everyone go 'Wow,'" she says. "He's been able to bring a bucket full of ideas to the company, and has really energized the marketing team."

With a little over a year under his belt, Dickinson has just begun. All eyes will be on Hbc to see if the department store model can be revived and made relevant, or if it's beyond saving in the current specialty retail landscape.

It's a crucial time for the company: impatient new American owner Jerry Zucker recently replaced president Michael Rousseau with his own business associate Robert Johnson, formerly a VP at Zucker's South Carolina-based InterTech group. But for his part, Dickinson is optimistic: "Where Hbc is right now is at the cusp of a regeneration." ■

FIVE QUESTIONS

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Favourite current TV show

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Favourite magazine

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WTF IS UP WITH MAC'S?

◀ By Annette Bourdeau ▶

There's no blood or pus this time, but the latest campaign for Mac's Froster continues to push the envelope. The new WTF? flavour is supported by a campaign that will make you ask just that. Executions range from a man giving birth to an ostrich egg to a nun seeing the Froster in what's presumably a revelation.

"[WTF?] is obviously part of the vernacular of 16-year-old teens, and with the WTF? flavour, you literally go, 'What is it?'" explains Chad Borlase, co-CD at Bos Toronto, which named the mango/melon-flavoured product. He adds that the target is male 16-year-olds who think they're 18.

The campaign is mostly online, and includes 19 short videos by five different directors.

"It was about getting as many different perspectives as possible," says Borlase.

The videos have been posted on sites like YouTube, Facebook and MySpace. At press time, the "Mr. Tree" spot had been viewed over 200,000 times on YouTube alone, and Froster sales were double what they were last year. The campaign also includes online banner ads, print and POP.

The WTF? effort is part of the ongoing campaign to build the Froster brand, which includes 2005's disgustingly successful "Bloody Zit" work. It aims to reinforce the drink as edgy and relevant to the target, and to differentiate it from 7-11's Slurpee.

We asked **Sean MacPhedran**, director, creative strategy at Ottawa-based **Fuel Industries**, and **Angela Scardillo**, managing director at Vancouver-based **DDB Kid Think**, to tell us WTF they think.

CONCEPT

SM: A little girl killing unicorns? "What the f..." This is the kind of content that Mac's youth customers are seeking online. Kids want to be grossed out, and are immune to stale marketing messaging. The concept works, generating curiosity around the flavour that only purchase can resolve.

AS: The campaign tries to be crazy and shocking in an attempt to gain the attention of teen boys. I think that the ads may get the attention of teens, but I don't think it will be effective as it doesn't follow through with a relevant link to the product or brand. As it stands, the concept completely revolves around "What the f...?", and not "Where's The Froster?"



POSTERS

SM: If the ads are held to internal logic across executions, Mac's is proposing that baby Jesus is made from the same elemental energy as a fart cloud. However, I'm sure that we're supposed to examine the work with a more surrealistic eye, like you would a Dali.

AS: Similar to the online campaign, these seem to be created for the sake of being bizarre, because someone told them that teen boys like the bizarre.

VIDEOS

SM: Hate crimes, a man drinking robot semen, lesbians killing a tree-man... What can I say? It's absolute mayhem.

AS: In terms of marketing to youth, many of these videos are completely irresponsible, and [could be] considered offensive, which risks putting the brand in jeopardy.

What do these ads have to do with Mac's Frosters? They may generate some buzz about how (a) shocking, (b) gross and (c) politically incorrect they are, but teens are smart enough to see how unrelated these videos are to the product, and will likely think that Mac's is just trying too hard to be seen as edgy.



POP

SM: The creative feels a touch disconnected from the rest of the madness, but they drive the same reaction with nonsensical SMS and IM slang. Its strength is that it's unapologetically nuts.

AS: I think it's the smartest element of the campaign, but it could have been naturally extended to a viral mobile component to allow for some brand interaction, or been linked to a contest or promotion.

The creds

Client – Mac's Convenience Stores

Russ Sunderji, marketing manager, Central Canada

Ad agency – Bos Toronto

Chad Borlase, co-CD; Gary Watson, co-CD; Mwewa Frederick Nduna, copywriter; Joanna Barrs, copywriter; Jennifer Saunders, AD; Ibraheem Youssef, AD; Stephen Rankin, account manager; Jennifer Patterson, account manager

Prodco – Untitled

Graydon Sheppard, director; Christopher Hutsul, director; Aleya Young, director; Michael Graf, director; Steve Mottershead, director; James Davis, executive producer; Tom Evelyn, producer

OUTSTANDING NEW CAMPAIGNS



◀ By Annette Bourdeau ▶

LIVER FOUNDATION SOFTENS STIGMA

There's nothing quite like cracking open a cold... tub of ice cream.

The latest campaign from the Toronto-based Canadian Liver Foundation includes a 30-second TV spot that spoofs beer ads, featuring people partying and indulging in sweets rather than drinking brews. It aims to raise awareness about fatty liver disease, which is brought on by unhealthy eating habits rather than excessive drinking. It's Toronto-based agency Clean Sheet's first effort for the foundation since winning the business.

"We've killed two birds with one stone – we've brought attention to fatty liver disease and at the same time addressed the stigma surrounding liver disease," says Neil McOstrich, founding partner at the agency, explaining why they opted to spoof beer commercials.

The campaign features the new "LIVERight" slogan, which aims to destigmatize liver disease while raising awareness about how to prevent it. "LIVERight is this philosophy – live in moderation, be aware... it's non-judgmental, it's positive," says McOstrich. "You only get so far scaring people."

Two print executions are a bit more serious and much more targeted. One aimed at moms features a child's growth chart that's horizontal rather than vertical, to symbolize childhood obesity. The other targets food aficionados, depicting a piece of broccoli held with a cleaning glove. The headline reads, "Some of the most effective cleaning products are kept in the fridge," while the copy goes on to explain that eating broccoli helps the body detoxify.

The print media plan wasn't finalized at press time; the TV began rolling out in late July.

client: **Gary Fagan, president, Canadian Liver Foundation**

agency: **Clean Sheet Communications**

CD/ copywriter: **Neil McOstrich**

AD: **Jeremy Salzman**

photographer: **Todd McLellan**

prodco: **OPC**

director: **Michael Williams**

music: **Grayson Matthews**



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SUBARU'S JEALOUS GERMANS

Using German engineers to promote a Japanese car is a bit unusual. But that's exactly the point.

The launch campaign for Subaru's new Impreza model, by DDB Toronto, features jealous German engineers pining over the new vehicle. The tag is, "The Japanese car the Germans wish they had made." It aims to reinforce the automaker's Japanese heritage, and to associate it with something more substantial than simply past spokesperson Paul Hogan (*Crocodile Dundee*).

"The Impreza was being called the biggest launch Subaru has had. We knew we had to do something special," says CD Andrew Simon, adding that research indicated consumers hold Japanese cars in high regard. "Consumers realize where some of the best cars in the world are made [Japan and Germany], so we've tried to include the best of both worlds."

A DM effort features a letter from Gunter, a German engineer who feels he must spread the word about how great the Impreza is. The piece arrives in an envelope designed to look like International Air Mail, and includes Gunter's snapshots of the car. DDB also had fun with the newspaper executions. One features a shot of a German engineer crying, with an Impreza ad on the opposite page that looks like it's been smudged by tears. A microsite, imprezaenvy.ca, includes a "behind the scenes" video at a faux German engineering lab, with the engineers demonstrating the car's various features.

The campaign, which also includes radio and OOH, broke in late August with elements continuing to roll out this month. Simon says it's a versatile platform they plan to build on for future efforts.

client: **Don Durst, SVP sales & marketing, Subaru Canada**
agency: **DDB Canada, Toronto**
CD: **Andrew Simon**
AD: **Todd Mackie**
account directors: **Geoff Taylor, Michael Davidson**

copywriter: **Denise Rossetto**
producer: **Andrew Schulze**
prodco: **Corner Store**
director: **Jorn Haagen**
editor: **Griff Henderson, School Editorial**
sound: **RMW Music, Ted Rosnick**

CBCF'S SPIRITED NEW RUN

It's a real tearjerker. But the latest campaign for the CIBC / Canadian Breast Cancer Foundation annual Run for the Cure doesn't mean to be a downer. The concept centres on the idea that "some women run it every year," and features "spirits" of a daughter, coworker and mother running alongside their family and friends. "It is about empowerment – I think this is how the women would want to be remembered, as strong, tireless and vibrant as opposed to how they were towards the end of their fight," says Tim Das, copywriter at Toronto-based Cundari Group.

The run, which attracts an average of 180,000 people nationally each year, has an annual drop-off rate of about 50%, so the CBCF wanted to do something different for the September 30th run to help lure back past participants. "We had to give people a compelling new reason to come out while still keeping the 'who are you running for?' concept," says Das. Adds AD Mike Dietrich: "The market is flooded [with breast cancer efforts]. We really needed to stand out."

The concept wasn't an easy sell at first: there were concerns that it was too sad. The creative team felt strongly that it would connect, so they pushed for it. Fortunately, the concept went over well with focus groups. "The biggest back-up for this was the research," says Das. "The client said 'this is a huge risk for us, but people really liked it in research.'"

The campaign entails TV, radio, print, OOH and online, with Cundari's Social POV working on a "Finding Hope" blog (<http://findinghope.cbcbf.org>), and a Facebook group called Team Facebook Runs for the Cure.

At press time, the campaign had been picked up by major media outlets like CanWest and the *Globe and Mail*.

client: **Mark Hierlihy, director of development, national office, Canadian Breast Cancer Foundation**
agency: **Cundari Group**
CD: **Fred Roberts**
AD: **Mike Dietrich**
copywriter: **Tim Das**
account managers: **Meghann O'Hara, Garry Lee**

agency producer: **Clare Cashman**
photographer: **Chris Gordaneer**
prodco: **Wilfrid Park**
director: **David Tennant**
line producer: **Greg Horton**
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OOH ADS THAT REALLY ENGAGE

Interactive digital technology amuses the bored generation

◀ By Annette Bourdeau ▶

What could be more fitting than slot machines at the Las Vegas Airport?

A recent Travelzoo ad effort at Sin City's McCarran International Airport allows passersby to "pull" virtual slot machines projected onto walls using Monster Media's gesture-based technology, called Monstervision. The slot machines drum up



New OOH tech lets passersby play for free and instantly casts them in commercials

various travel deals to demonstrate what New York City-based Travelzoo does. Other gesture-based executions include an interactive wall projection that reveals deals as people walk by and a video execution that inserts participants into digital Travelzoo "commercials." A ticker runs across the top of all executions featuring the most current deals, which are being plugged in from Travelzoo's New York office.

"The [execution] that's gotten the most buzz is the slot machine," says Chris Beauchamp, Monster Media's CEO, adding that the machine engages an average of 3.5 million passersby a month. "It stops people in their tracks."

Meanwhile, Mississauga-based InTouch Media Group offers all the technology that Monster does here in Canada. It's currently working with Toronto-based Taxi 2 to develop interactive creative to enhance the customer experience for Burlington, Ont.-based Sir Corp's restaurants like Jack Astor's and Alice Fazooli's.

A Toronto-area Jack Astor's recently rolled out an interactive video display located behind the hostess stand at the front of the restaurant, which distracts bored customers while they wait for their tables. The ScreenXtreme feature inserts them into a large video projection, allowing diners to play virtual games like kicking around a cyber soccer ball.

Meanwhile, Alice Fazooli's is using the technology to liven up two of its tables at a downtown-Toronto location: one features a virtual aquarium, with fish that swim away as



your plate is put down. Another is a bit more disturbing: a virtual spider crawls on the table, then appears to crawl over your dinner after the plate is put down. ■

www.monstermedia.net / www.intouchmediagr.ca

DELVINIA'S NEW ENGINE MINES DIGITAL INSIGHTS


Toronto-based agency Delvinia Interactive is gearing up for next year's launch of its Insight Engine, which will act as a "business intelligence data warehouse" by consolidating stats from various sources about how Canadians interact with digital media. Marketers will be able to use it to determine which digital channels, like an internet portal versus text messaging, are most appealing to certain targets in specific categories.

"What we're finding is that there isn't a lot of focus on the digital behaviours of Canadians," says Delvinia's director of strategic development, Julianne Smola, who is leading the project. "Ultimately, [we want to] take that information and leverage it for marketing purposes. It will allow us to be strategic in a faster, more efficient, better-informed way."

The engine will combine the client's own consumer data with insights from Delvinia's proprietary "Asking Canadians" consumer research panel as well as other statistical information. The data will be mined in-house by Delvinia analysts, including newly hired insight manager Heidi Wilson. Delvinia will begin testing the engine in pilot mode in January, and plans to officially launch it in mid-2008. **AB**

The logo for RDS HD. The letters 'RDS' are in a bold, italicized red font. The letters 'HD' are in a bold, italicized black font, enclosed within a white rectangular box with a black border and a slight 3D effect.

RDS HD

The date 'OCTOBER 2007' is displayed in a white, digital-style font. The background features a large, stylized, glowing 'Y' shape that resembles a fountain or a light effect, centered behind the date.

OCTOBER 2007

RDS SPOTLIGHT

SPONSORED

SUPPLEMENT

In the Canadian sports

broadcast landscape, few brands are as strong as The Sports Network, known by its popular acronym TSN and billing itself as "Canada's sports leader."

Bold, expansive, and, with strong personalities, quality programs and high-profile partners, TSN is developing into an absolute powerhouse of sports programming across the country.

In the province of Quebec, sister brand Réseau des sports (RDS) enjoys a similarly dominant position, if not more so. For those largely male sports fans looking for French-language programming, there simply is no other destination.

"RDS has a unique position," says Michel Gagnon, VP sales and marketing for RDS. "We like to say it has the power of a conventional network, with the audience profile of a specialty network."

Indeed, RDS enjoys a privileged position. Being the only French-language channel dedicated entirely to sports, RDS has been offering one of the largest selections of sports programming in the world since 1989.

One recent key strategic move was the renewal of the French-exclusive, six-year multimedia deal with the NHL and the Montreal Canadiens. RDS will show all 82 Canadiens games in high



almost 100 years," says Gagnon. "There is no question that it drives the most important part of our growth, in terms of audience, subscription and technological enhancements."

"For media buyers trying to reach the influential male demographic – and not just sports guys – there is no better option than RDS," continues Gagnon. With 62% of its audience being male, at an average age of 43 years, RDS is in a league of its own. In market share among French specialty channels, RDS has 8.5% of adults aged 25 to 54, while the closest competitor is at 3%. For men

automotive, home renovation, financial products, beer and other beverages, says Gagnon.

And like any strong broadcast brand, RDS has star power to attract and retain the attention of its audience.

This line-up of personalities, experts in all sports, includes: Pierre Houde, Hall of Fame journalist Yvon Pedneault and Stanley Cup winning coach Jacques Demers for hockey; CFL Hall of Famer Pierre Vercheval and Denis Casavant for football; Christian Tortora for Formula 1; Michel Lacroix in golf; and Olympic Champion Sébastien Lareau and Hélène Pelletier in tennis.

No major sports broadcast brand in the competitive digital world would be complete without complementary media platforms. The RDS community also includes 24-hour digital sports news station RIS Info-Sports, and the RDS.ca website, which recently celebrated its 10th anniversary.

"Over the years, RDS.ca grew non-stop, and quickly became the most-visited francophone sports site in Canada," says Gagnon. The site draws 1.2 million unique visitors every month.

With such strong multi-outlet packaging, RDS is an unbeatable sports broadcast brand. "It remains the only French specialty network with more than 160 telecasts generating more than 300,000 viewers," he says. "And as most of our programming is live, media buyers can prevent TV ad skipping. It makes RDS very attractive for our clients." •

RDS will show all 82 Canadiens games in high definition in the 2007-08 season

ITS FRENCH-LANGUAGE PROGRAMMING HIGHLIGHTS INCLUDE:

- Exclusive coverage of all 82 games of the Montreal Canadiens as well as All Stars game, NHL Playoffs and Stanley Cup.
- World Junior Championship hockey, as well as the Memorial Cup
- CFL and NFL football (including the Grey Cup and Super Bowl)
- All Formula 1 events, including the Canadian Grand Prix
- NASCAR and Champ Car racing
- Major League Baseball, including the World Series
- PGA golf, including all four major tournaments
- All major tennis tournaments
- UEFA Champions League soccer and Euro 2008, and
- The Olympic Games

definition in the 2007-08 season.

"The Canadiens are certainly the key property to attract viewers, because of the highly emotive relationship Quebecers have with the team, with hockey being part of their cultural tradition for

only in the 25-to-54 age range, RDS's market share jumps to 10.7%, compared to 2.9% for the nearest competitor.

Such dominance is a key attraction for marketers, particularly in categories such as

For more information contact:

Michel Blain, Ventes spécialisées CTV 514 529 2106 • Ed Mauro, CTV Specialty Sales 416 332 4303

GENERATION NEXT

CANADA'S MARKETING ICONS IN THE MAKING

◀ By Mary Dickie ▶

A year ago, we asked a blue-chip panel of industry leaders to tell us who they thought should be on *strategy*'s list of future

marketing icons — the people with the kind of leadership skills, innovative ideas and drive that will help them stand out from the crowd and transform the industry.

Their inspired choices included Rob Guenette of Taxi, Scot Keith of DDB Canada (now at Lowe Roche), Richard Burjaw of Pepsi-Cola Canada and Ian Morton of the Summerhill Group.

This time around, we asked last year's winners to nominate their own "next icon" candidates. We also consulted a wider range of agency and marketing execs across the country to round out this year's list. Here they are, the industry's new rat pack — change agents, visionaries and inspired leaders.



Richard Burjaw, VP Marketing, Pepsi Cola Canada, picks:



WARREN SPIRES

National Director, Right to Play Canada

With a minimal marketing budget, Spires came up with ideas like partnering with York University's Sport Marketing and Event Management program, encouraging students to dream up ways to raise funds for Right to Play. Other partnering efforts include the Learning To Play, Playing to Learn school program, sponsored by Xango Juice, and the Harris Steel Right to Play Skate, an NHL partnership that supports children here and abroad.

In July, Toronto-based Right to Play Canada expanded to Vancouver, opening an office in VANOC-donated space in preparation for the 2010 Winter Olympics.

"Warren has thrown his passion for children and sports and his professional skills as an outstanding client service person into this cause, and the evidence is in its growth," says nominator Richard Burjaw. "To me, Warren typifies Level 5 leadership. He's contributed a significant amount of time and energy to the cause, and is a great role model for marketers considering a non-profit organization."

"It's not been easy, because 87 cents of every dollar we raise supports our mandate, with 13 cents for administration and fundraising," says Spires. "That

forces us to be very creative, effective and efficient.

"I'm proud of how far we've come from a fundraising, awareness and marketing partnerships perspective," he adds. "We were not very well-known in Canada when I started, and we've been able to change that substantially, and break through in a big way from a fundraising perspective. But I haven't done it on my own."

Indeed, Spires has been helped by the participation of high-profile athletes like Wayne Gretzky, Silken Laumann, Donovan Bailey and especially Olympic gold medalist Clara Hughes, who announced at the Torino Olympics that she would personally donate \$10,000 to the cause, resulting in lots of media attention, over \$500,000 in donations and skyrocketing public awareness. He also credits CTVGlobemedia for donated air time, Y&R for pro bono ad work and Toronto's major league sports teams, especially Toronto FC, which chose RTP as one of its two designated charities.

"Canadians are now aware of Right to Play and support our work," says Spires. "We've come a long way in a short period, and it feels good."

Warren Spires entered the marketing arena on the CPG side in 1990, as consumer promotions supervisor for P&G in Spain, and later moved to Toronto, where he switched to the agency side to work at Generator Ideaworks and BBDO as an account director for clients like Pepsi and Bell. In 2005 he joined the non-profit organization Right to Play (righttoplay.ca) — which uses sports to improve health, build life skills and foster peace in countries affected by war, poverty and disease — when it expanded into Canada.

Ian Mackellar began his career in 1991, and worked as a copywriter or creative director on accounts like Bell Mobility, Ikea and Panasonic at Cossette and Geoffrey Roche and Partners before joining BBDO nine years ago. There, he's developed clever and successful efforts for FedEx (the award-winning "Chameleon"), Campbell's (the "I Hate" ads) and Chrysler. But his work for Pepsi is what really stands out — particularly the award-winning Diet Pepsi "Forever Young" campaign, which featured thirtysomethings longing for their youth, then realizing that drinking Diet Pepsi is all they really need to do to recapture it.

"I'm most proud of the business and creative success I've had with the 'Forever Young' campaign," says Mackellar. "But that would not have been achieved without a strong, frank and trusting relationship between BBDO and Pepsi Canada."

"Ian has sold as much Pepsi as anyone else in our company," says nominator Richard Burjaw, who gives Mackellar credit for capturing diet cola share leadership with the "Forever Young" campaign, as well as widening Pepsi's share lead on regular colas and driving gains in the water category with Aquafina's "TDS" campaign.

Mackellar says his biggest challenge has been trying to change the perception that creative people can't be business people and marketers as well. "Some of the most intelligent marketing strategies have been born in the minds of 'creatives,'" he says.

"Ian has come to understand our business as well as any creative person we've worked with," confirms Burjaw. "Several times he has pushed us in a direction that was uncomfortable at first. And he's brought talent with him. We've seen a dozen great creative teams work on our business, with Ian's coaching. He's perfected a balance of delivering individual creative contributions while building excellent client rapport, and his business-building legacy will remain at Pepsi for years to come."



IAN MACKELLAR
VP, Creative Director, BBDO

Rob Guenette, President, Taxi Canada, picks:



TRACY FELLOWS

VP Marketing, Holt Renfrew

Tracy Fellows has amassed 18 years of building brand awareness for the likes of Gillette, Kraft, Revlon and Sobeys. Last year, as VP, consumer advertising and marketing at Canadian Tire, Fellows was responsible for scrapping the retailer's sagging, seven-year-old "Ted and Gloria" campaign and launching the "Aisle Signs" series.

The Taxi-created campaign, which reminds consumers of the range of products available at Canadian Tire stores with humorous TV and OOH, revitalized the brand and gave it a major boost in consumer recall. It also won Fellows "Top Rebranding" in *strategy's* most recent Marketer of the Year awards.

In June, Fellows left Canadian Tire for fashion retailer Holt Renfrew. It was a brave move that inspired Rob Guenette to nominate her as a future marketing icon, basing his choice on "what she accomplished at Canadian Tire — turning a huge, iconic brand around with guts and determination, then leaving at the top of her game."

"She has a no-nonsense management style coupled with very high standards," he adds. "She knows how to work an agency, and is not afraid to shake things up with a refreshed strategic focus."

At a time when Holt Renfrew is launching shoe and children's divisions as well as a new store in Vancouver, Fellows says her focus is on honing the company's marketing strategy to ensure that all the elements are operating in an integrated manner.

"My role is all about strategy refinement," she says, "making sure the marketing team is optimized and our objectives are clear. There's a lot happening right now, and I'm excited to be leading the marketing team during such an important time."

"I see myself as a conduit between the corporate divisions to market to our company's best advantage," Fellows adds. "There's a lot of talent on the teams, and great potential for outstanding results."

Jeremy Gayton entered the advertising business in 1996 at Grey Worldwide, where he worked as an account executive for clients like Unilever, P&G and 3M. In 2002 he joined Taxi to run the Telus business. He was eventually promoted to director of client services, and during his two-year run the account group grew from 15 to 42 people.

Last September, Gayton launched Taxi's second Toronto office with creative director Lance Martin. They took eight staff members with them, as well as the agency's Fresca, Jack Astor's and Mini accounts.

And it's been a good year for them. "We've grown our client base from three to 14," says Gayton. (The new clients include the Toronto Raptors, Canyon Creek, Discount Car and Truck Rental and Purdy's Chocolates.)

As nominator Rob Guenette tells us, "Taxi 2 is profitable, with

an outstanding new business record, and it has achieved high creative results — including Cannes Lion and Applied Arts awards — in its first year of operation."

Taxi 2's attention-getting Mini campaign features 3-D effects on the brand's website, as well as billboards featuring mounted Plexiglas Minis with headlights beaming into the sky. And the "Let There Be Zenon" OOH effort won a Bronze Lion at Cannes this year. But Gayton doesn't want to single out one campaign.

"We're focused on establishing our credentials," he says, "building a wide enough client base that we can make a name for ourselves while upholding Taxi's standards. And so far, we're doing it. The agency has doubled in size in our first year, and we've exceeded all the targets set for us. We haven't been really trumpeting our big business wins, but that's not from lack of pride — it's more, 'Let's establish ourselves and then start touting it in the marketplace.'"

Says Guenette: "Jeremy is a natural leader. He's thoughtful, approachable and resourceful



— and his charisma, coupled with his business acumen, makes him a strong boardroom player.

"There are two levers for moving people, fear and interest, and Jeremy uses interest," he adds. "He's an ambitious guy who always delivers the goods."

JEREMY GAYTON

VP/GM, TAXI 2

Ian Morton, CEO, Summerhill Group, picks:



LAURIE SIMMONDS

President/CEO, Green Living Enterprises

Laurie Simmonds worked in various roles at Toronto's Key Publishers for 13 years before Key asked her to spearhead its green publishing efforts in 1997. In 2005, under Key's umbrella, Simmonds established Green Living Enterprises, now a many-armed entity involved in book and magazine publishing, corporate consulting, brand promotion, event management, sponsorships and fundraising. GLE's projects include Canada's highest-circulation magazine, Home Depot's *Eco Options*, the Planet in Focus film festival, the Green Living Show and the Green Toronto Awards, as well as campaigns on behalf of the World Wildlife Fund and the Forest Stewardship Council.

"Laurie has demonstrated leadership in bringing ideas to the market and making them happen," says nominator Ian Morton. "Her understanding of business strategy and client needs have propelled GLE into the forefront of agencies helping communicate their commitment to environmentally responsible programs, while promoting consumer environmental awareness."

The company has grown quickly, and Simmonds expects her staff of 35 to expand to over 70 in the next few months. More than 20,000 people attended April's inaugural Green Living Show in Toronto to see 265 exhibitors and speakers like Al Gore and David Suzuki. "It was the first time anything so ambitious had been attempted," says Morton, "and Laurie made this vision a reality."

Simmonds expects to double the show's size next year and expand it across Canada. She recently launched greenlivingonline.com, the official green content provider for Yahoo, and steers GLE's custom publishing division, which is "exploding."

"We've been working with clients to help them communicate their message in the most authentic way possible," she says. "We link them to good environmental organizations and every level of government, and we've had some very rewarding relationships with clients like Loblaw's, Wal-Mart, Home Depot and Environmental Defence. It's been very rewarding helping them build their marketing and communications messages, green their companies and take their message to the street."

In 2001, Ersilia Serafini took her degree in biology and environmental science to the Clean Air Foundation (cleanairfoundation.org) — a not-for-profit which creates programs that achieve emission reductions — and became its executive director in 2004. Since then Serafini has been instrumental in partnering with governments, NGOs and companies including GM, London Hydro, Future Shop, GE and Honeywell to give corporate partners branded programs that engage the public, and good ROI to boot.

The foundation's projects include Car Heaven, which recycles inefficient vehicles and donates the proceeds to charity; Cool Shops, in which street teams install compact fluorescent and LED light bulbs at businesses; and Mow Down Pollution, in which people bring their old lawn mowers to Home Depot. Donors receive rebates, gift cards, tax receipts and sometimes \$1,000 toward a new car, while the programs have removed 60,000 polluting clunkers from the roads and thousands of tonnes of emissions from the air, saved energy and raised \$2 million for charity.

"In a short period of time, Ersilia has established herself as a leader in her sector, and an icon in bridging the gap between business and the environment," says nominator Ian Morton. "She manages 10 staff and 200 contractors, and has increased the bottom line fourfold since 2004, making the CAF one of the largest environmental organizations in Canada. She's developed many of the leading social brands in the area and exudes knowledge and marketing savvy."

The CAF's latest efforts include expanding its mercury collection strategy, which extracts toxic switches from old cars and thermostats, and delving into solar energy technologies.

Serafini is on maternity leave, but Car Heaven program manager Fatima Dharsee says of her, "Ersilia is the kind of leader who brings out the strengths of those around her. She is decisive and strategic, and not only provides us with support and direction, but encourages us to integrate our convictions into our work."

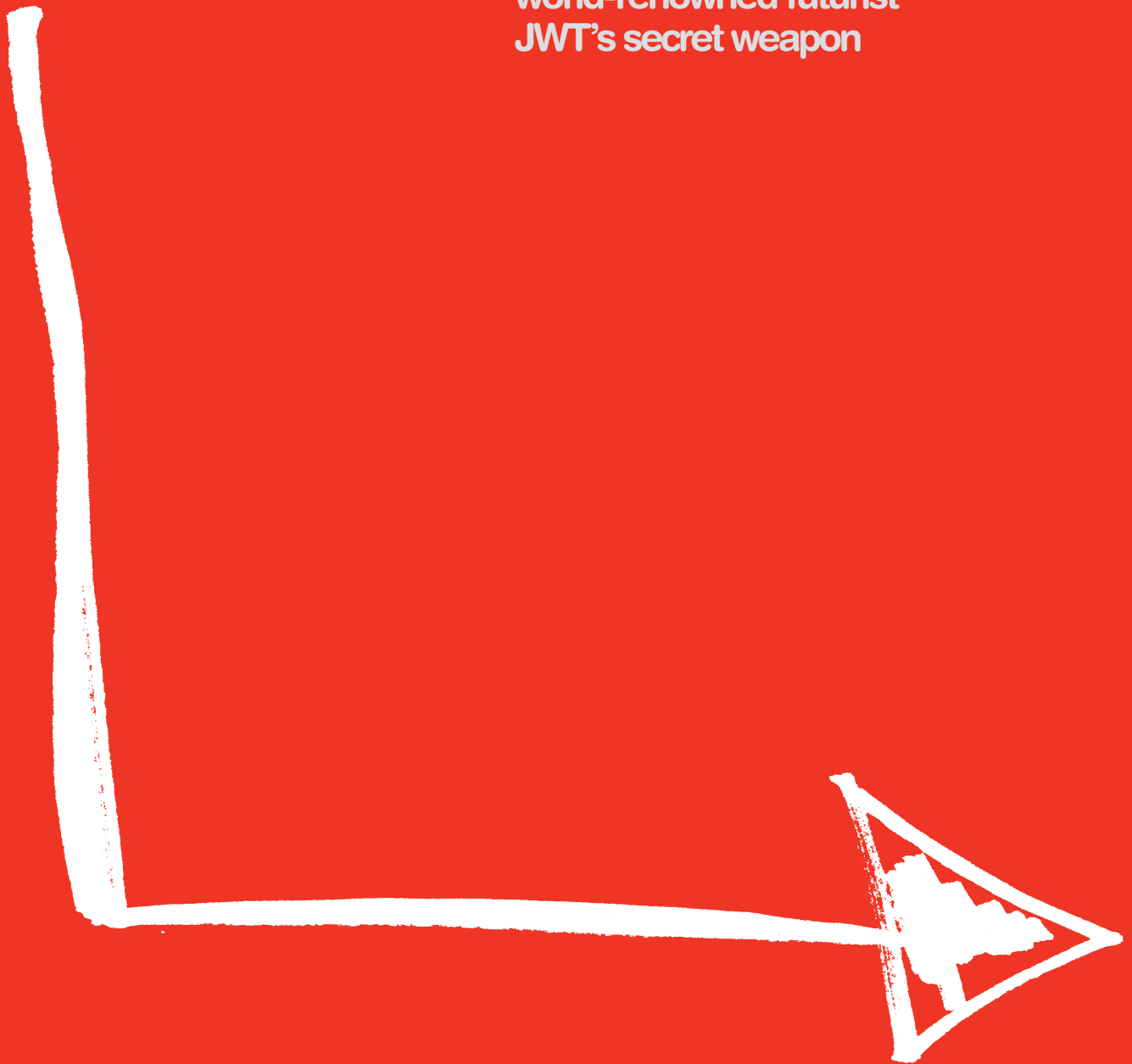
"It's hard to identify anyone else in the sector who in such a short time and at a young age (30) has so quickly dominated her space," says Morton. "Ersilia is a prodigy who will have a significant impact in the marketing arena."



ERSILIA SERAFINI
Executive Director, Clean Air Foundation

“If sleep was the new sex in 2005, and if
selfless is the new selfish this Christmas
what will be the new new of 2008? How
about selective ‘hearing’ and our new and
improved real-time delete functions?”

+ Marian Salzman
world-renowned futurist
JWT’s secret weapon



Scot Keith, VP/GM Lowe Roche, picks:



CHRISTINA YU

VP/Creative Director, Lowe Roche



Christina Yu got her first gig in a creative department in 1999, and made CD a mere six years later. She began her career art-directing campaigns for clients like Frito-Lay, FedEx and Flow 93.5 (remember the hip-hop ad that featured a hand subtly giving the finger?) at Taxi and BBDO before joining Lowe Roche in 2005 as creative director at only 28. She has won more than 100 awards, and her work was shortlisted for two Cyber Lions and a Titanium Lion at Cannes this year. As well, she has been instrumental in exploring new ways to connect with consumers, like social networks, digital media and CRM.

Yu's campaign for the Toronto Zoo's Dinosaurs Alive show included a website where visitors could help raise a baby dino, and spots in which mermaids, tooth fairies and leprechauns debate the existence of dinosaurs, after which animatronic monsters arrive with the tagline, "Believe it."

"Christina is a big-idea thinker who can work in any media and absolutely gets where this business is going," says nominator/colleague Scot Keith. "And while many senior creative people look down

on so-called 'below-the-line' media, Christina embraces it. We've shot more film for the web in the past six months than we have for TV. She knows that a big idea isn't really a big idea if it's only in traditional media."

Yu says she gets charged up by the freedom to employ multiple media. "What's most important to me is problem solving," she says, "and we have the capability to do everything from interactive to package design, so whatever the client's challenges are, we're able to give them the proper solutions and not feel limited."

Yu is currently working on a new campaign for Flow 93.5, which is changing its format. "We're going to be doing outdoor as well as helping them with their website, and maybe even T-shirts and promotional things, just to make sure everything ties in together," she says.

Keith says Yu has inspired her team by example: "You just know she's going to bring back amazing creative that's super-strategic, and an incredible breakthrough media idea. It's rubbed off on our creative teams, and we're on a great roll because of it."

DEAN LEE

Associate Creative Director, DDB Canada (Vancouver)

Dean Lee worked as a storyboard artist before joining what was then called Palmer Jarvis in 1995. Since then, his imaginative art direction for clients like the BC Dairy Foundation, Sun Rype, BC Hydro and TELUS, usually in partnership with the late copywriter James Lee (no relation), has attracted results, awards and attention from across the industry. The "Survival of the Fittest" spots for the BC Dairy Foundation, for instance — which depicted cavemen attracting predators by opening pop cans to point out how nutrition choices can affect your success — have been awarded by both the Bessies and Applied Arts.

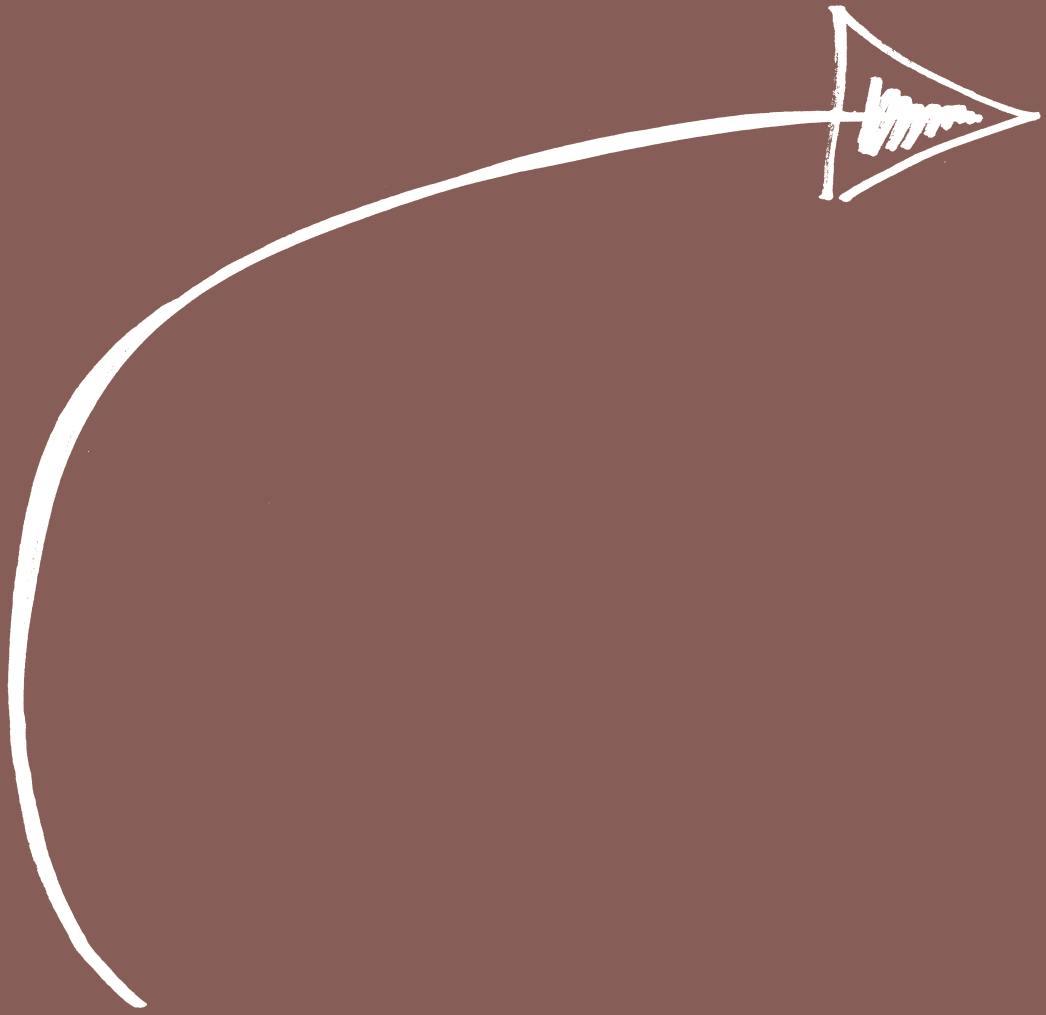
"I remember sitting in a theatre when the BC Dairy spots broke," he says. "Behind me were cynical teenagers moaning at every commercial. Then our spot started and I heard their attitude change. First they were asking themselves if it was a commercial or a trailer, then there was laughter, then they said, 'That was awesome.' I wish our clients could have been there."

"I would have nominated a team for this award — James Lee and Dean Lee," says Scot Keith. "They shared a passion for this business as well as a passion to be best at it. They were brilliant by themselves, and scary brilliant together. But I believe that Dean will take things up another notch in the months and years to come. He's a great leader because he's very inclusive on the work."

"I really like my role as a creative teammate," says Lee. "Everyone in the agency shares a responsibility to inspire and bring out the best in each other."

Still, Keith singles out Lee for praise. "What's amazing is Dean's ability to ensure that the product is the focus of the communications," he says. "He's got this quiet confidence that he's going to take that business challenge and find a simple solution to do something incredibly creative and effective. He's not one to pontificate; he gets his hands dirty at the strategy stage and will come up with dozens of strategic areas before he gets into developing the ideas. I've never seen a better creative process."





“The pace and scope of change is more intense right now than at any other time in our industry. We must reinvent, and the future belongs to those who have the biggest imaginations”

+Laura Desmond
media agency goddess
big thinker

And the industry picks...

i



MARC TELLIER

President/CEO, Yellow Pages Group

Being a print directory in an online world could be a death knell, unless you bite the bullet and reinvent yourself as a mobile, web 2.0-friendly brand, and bring the industry along for the ride. That's exactly what folks credit Marc Tellier with — being a driving force behind gutsy step change. "We are a 100-year-old startup, focusing on the future," says Montreal-based Tellier. "We want people to stop searching and start finding, thus the investment in making our directories ubiquitous. We want users to be able to access our content anywhere, anytime and in any way."

Tellier began his career at Bell Canada in 1990, and over a decade rapidly climbed his way to the corner office, with a stint as SVP/partnership development and the launch of North America's first telco high-speed Internet service along the way. He was CEO of Sympatico Lycos before moving in 2001 to Bell ActiMedia, which eventually became the Yellow Pages Group. Under his direction, YPG has become a global leader in the directory industry, with 30 million copies distributed annually.

In 2003, Tellier completed the largest-ever IPO in the income trust sector in Canada, and in 2005

he led the \$2.55-billion acquisition of Advertising Directory Solutions Holdings in Western Canada, creating a national platform for directories. He also helped YPG respond to the challenges presented by competing online directories by striking up distribution deals with rival search engines like Google and Yahoo, which value YPG's local reach, and expanding into alternative channels like the voice-activated 310-YELO, text messaging, mobile. yp.ca and Find Engine.

"Marc is an insightful marketer with an ability to see an opportunity, rather than the challenges around it," says corporate consultant Mark Smyka, of Cossette Communication-Marketing, Bell's AOR. "He's a business partner who values long-standing relationships, is respected among his peers and is supportive of his people and their decisions." Smyka adds that this is no small feat, given that YPG competes for talent with sexier global brands: "His ability to surround himself with smart, experienced people and nurture a culture of progressiveness is especially tough, given their 100-year lineage as 'the phonebook company.'"

Lawrie Ferguson started working at Coast Capital Savings as an assistant product manager in 1990, and worked her way up over 17 years at the Surrey, BC-based credit union, where she now heads a team of 40. Last year, Ferguson led innovations like the (yes, really) free chequing account, backed with cheeky ad campaigns stressing CCS' position as the "unbank," and helped CCS win Marketer of the Year honours from the BC chapter of the American Marketing Association, not to mention more than 50,000 new customers. (Efforts stressing the free factor included a TV spot showing people compelled to take free things from a mall, even if they were broken.)

"Lawrie is a hands-on leader," says CD Chris Staples of Rethink, CCS' agency. "She was instrumental in coming up with the free chequing product and the bank's new open branch design. In many organizations the head of marketing is left to worry about the ads. Lawrie worries about the whole customer and staff experience before even thinking about the advertising."

"I'm very proud of the team I work with, and the fact that as an organization we're living up to our mission and our values," says Ferguson. "We believe that segmentation doesn't belong in the product as much as in how you take that product to market. That approach is really distinctive, I think."

Ferguson is currently in the midst of a redesign of the marketing division. "It's exciting, because a lot of what we do in marketing is not just external but internal. And we're a service organization, so if our field people don't understand what the brand's trying to do, we can have problems. It's great now, because people are excited about the brand."

In the future, Ferguson wants to get the company involved in social networking, and hopes to be at the forefront of its push to go national.

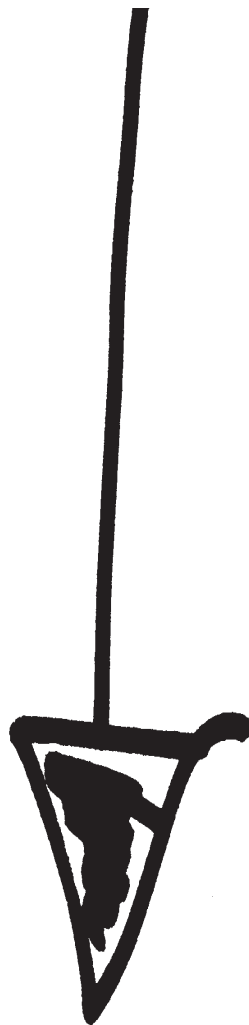
"To have the opportunity to be a national player in the financial institution space and be on the team leading that would be very cool," she says. "I think my team can do a lot in terms of pushing us into new geographical areas, and new ideas around marketing as well."



LAWRIE FERGUSON

SVP Marketing, Coast Capital Savings

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A Holiday Gift Guide for Marketers

To recruit effective workers, companies know that they have to reward them. Once they hire employees, they have to motivate them. Rewarding and motivating employees involves more than competitive salaries, benefits and vacation time. It includes acknowledging performances that meet and exceed expectations. However, 35% of professionals feel companies could offer stronger incentives and rewards, according to a study conducted by OfficeTeam, a temporary staffing agency.

Companies can toss money at employees as a way of patting them on the back. However, bonuses are often spent on daily living and the reward is soon forgotten. Gift cards, on the other hand, are often used for desirable purchases that make employees feel good. A survey conducted by Giftex Prepay found that 86% of employees would be excited to receive gift cards that recognized their achievements.

Gift cards represent a relatively effortless way for companies to reward staff members. They also take the guess work out of giving gifts to employees with differing tastes. But why stop at rewarding employees? Gift cards can also be used to reward customer loyalty.

Companies now recognize that investments in incentive and rewards programs can pay huge dividends. In fact, the booming gift card market is estimated to be worth over \$2.4 billion in Canada, and there are programs tailored to almost any company's needs. Many gift card programs allow employers to customize and personalize rewards. Some companies deliver the gift card, on behalf of the employer, directly to the employee. And many programs now run online.

Sears Canada

Sears Canada has definitely noticed an increase in corporate gift card purchasing. "It's an important part of our business and it's growing," says Lisa Tamaki, Sears Canada manager of gift cards. "Due to the wide variety of products available, the number of Sears locations, catalogue shopping and online shopping, Sears gift cards offer the perfect solution for any company looking for employee rewards, staff incentives or customer thank yous."

The cards are a much-appreciated gift that can be used for guilt-free shopping at Canada's multi-channel retail chain. "When employees get gift cards, it removes the guilt that is sometimes associated with spending their own money on something they may not absolutely need but really want," says Tamaki.

While some companies order gift cards for special promotions or Christmas gift giving, many companies run regular incentive programs for employees or rewards programs for customers.

These companies participate in the Sears Corporate Gift Card Program and purchase

cards, available in any denomination from \$5 to \$500, by phone, fax or e-mail, and pay for them on their commercial account. However, companies can also pay for gift cards by corporate cheque or by major credit cards, including the Sears credit card.

Sears processes gift card orders as low as the value of a \$5 gift card. However, the company offers volume rebates for annual purchases of more than \$50,000. There are a number of companies that purchase well over \$500,000 worth of gift cards each year; five companies purchase over \$1 million dollars worth of cards annually, Tamaki says. "This is a very popular and rewarding program."

Gift cards have all but replaced cash rewards. "When it comes to gifts and rewards, I don't think anyone would complain about receiving cash, but cash can seem rather cold," says Tamaki. "Some people might think a gift card is cold too, but people get excited when they receive them."

In addition, Sears can customize and personalize gift cards. Customization includes adding a company logo, a special message and the recipient's name to the card.

In addition, instead of bulk shipping cards to the company that ordered them, Sears can produce a customized certificate or letter on the ordering company's letterhead and ship cards directly to recipients.

"When a program is as important as this one is to Sears and to our customers, we go the extra step to make it as easy as possible to administer," says Tamaki.



Program game alerts, song/artist seek and replay 44 minutes of live radio with the SIRIUS Sportster 4

SIRIUS Satellite Radio:

The gift that sounds great

Launched in Canada in December 2005, SIRIUS Satellite Radio (Sirius Canada) represents an unprecedented new radio service that offers listeners coast-to-coast signal coverage and digital-quality sound broadcast from three high-orbit satellites.

Satellite radio from SIRIUS includes 110 full-time channels, 100% commercial-free music, as well as sports, news, talk and entertainment programming from North America's most recognizable personalities. It's no wonder the company has gone from zero to over 300,000 subscribers, as of last February.

"We're exciting and new and we offer tremendous entertainment value and variety, no matter where you are in Canada," says Chris Brockbank, VP, marketing, for Sirius Canada. "A satellite radio from SIRIUS is truly a coast-to-coast gift." SIRIUS users can listen to music, sports, news and so much more, while driving through or working in remote areas, or living or working in any rural or urban area.

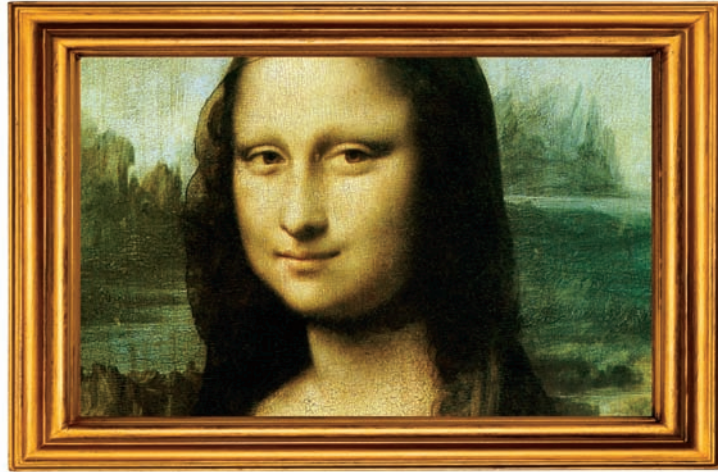
"Satellite radio from SIRIUS enables companies to offer a creative, non-traditional incentive that is more fun than getting the equivalent value in cash," says Brockbank.

American Express

One word comes up repeatedly when discussing incentive and rewards programs: "choice". If you can imagine shopping anywhere American Express® is accepted, you can envision choice, which is what American Express Incentive Services (AEIS) offers, says Alison Easter, strategic account manager, AEIS Canada.

"Choice and flexibility are integral drivers of the booming gift card business. At AEIS, choice has been expanded to include just about any merchant combination," says Easter. AEIS offers numerous prepaid cards, in either pre-denominated or reloadable formats, including the

If a picture's worth
a thousand words



then this is worth a
thousand thank you's



The Sears Gift Card is the perfect reward for your extensive but discriminating audience. With 122 Sears stores across Canada, easy access to online and catalogue shopping, unlimited travel options, and more merchandise choices than nearly any other retailer, no wonder it's the incentive more marketers are using it to thank employees and clients. Only from *Sears Incentives*.

**For more information on Sears Gift Cards
contact 1-866-297-5306 or gtfcert@sears.ca**



SEARS  **Incentives**™

A Holiday Gift Guide for Marketers

WestJet:

The gift that goes places

WestJet flies to over 40 destinations across North America and the Caribbean on their fleet of next-generation Boeing 737 aircraft. WestJet does not overbook their flights and strives to provide record on-time performance.

WestJet offers coast to coast service across Canada to destinations including Toronto, Calgary, Edmonton, Montréal, Ottawa, Vancouver, Halifax, Victoria, Comox, Kelowna, Fort McMurray, Saskatoon, Winnipeg, Hamilton, Kitchener-Waterloo, Moncton, Charlottetown, and St. John's. WestJet also flies to great sun destinations and is starting service to Jamaica, Dominican Republic, Mexico and Kona, Hawaii.

"With low fares to so many destinations, a gift card goes a long way on WestJet, and that makes receiving WestJet gift cards exciting," says Michelle Noble, WestJet Vacations and groups sales center manager. "Even if people have to top up their gift card to take the flight they want, they get to see family members and friends that they might not have otherwise gone to visit. Or suddenly they are able to take vacations they didn't think they could afford."

And that leaves them feeling particularly good about the company that gave them their gift cards.



Encompass® Card, which works virtually everywhere American Express is accepted. Alternatively, themed cards like Be My Guest® for restaurants and Fill It Up® for gas stations are also available.

"Companies working with AEIS can either give clients the world of American Express, or they can be strategic and choose themed cards," says Easter. "It all depends on how they want to motivate or reward employees, customers or even suppliers and vendors."



Expeditions prepaid travel reward card

American Express Incentive Services: Going places with the ExpeditionsSM Card

Companies seeking a new business incentive or recognition can reward recipients with a personalized Expedition to an exhilarating weekend destination, or a relaxing tropical getaway.

Available in Canada and the U.S., the ExpeditionsSM Card gives recipients the ability to create their own travel "expedition," and gives companies the power to influence behaviour and get business results.

"Whether you want to offer breathtaking weekend travel or the vacation of a lifetime, the Expeditions Card from American Express Incentive Services (AEIS) is an ideal prepaid solution. Travel destinations are as unique as travelers themselves. The Expeditions Card

provides optimal choice while encouraging recipients to get away and enjoy themselves," says Alison Easter, strategic account manager, AEIS Canada.

The Expeditions Card is available in flexible denominations starting at 250 points (1 point = 1 dollar in purchasing power) and is accepted at more than 40 popular travel-related establishments, including hotels, adventure travel, cruises, family travel, all-inclusive travel packages, theatre/show tickets and unique specialty travel.

The Expeditions Card uses DirectSpendSM, an AEIS merchant acceptance process so innovative it's patented.* DirectSpend allows clientsto strategically direct cardholder spend to a specific merchant or group of merchants.

Appropriate for all audiences, the Expeditions Card makes an excellent stand-alone incentive or can be used in conjunction with other recognition programs. The card can be customized with a company logo, special messaging and personalized with recipient names for added promotional impact.

*Canadian Patent 2,215,969, US Patents 5,689,100 and 5,956,695



Many companies choose the Encompass Card, which allows recipients to do everything from paying their phone bill to buying groceries. But surveys conducted by AEIS concluded that memorable purchases generate stronger and longer incentive value. With its special patent on the process to direct cards for use to a specific merchant or group of merchants, AEIS offers the ultimate in card customization – anything from a spa card to a sports-themed card, or even a card that drives recipients to companies doing business with their employer.

“The choice is up to the company,” says Easter. “We have consulting experience and work with companies to help them create the most appropriate program.” AEIS can also customize the cards, which feature the American Express logo. Companies can have their logo printed on the cards and collateral materials to optimize branding and corporate identity. Card recipients can track expenditures online and companies can provide employees with reloadable cards that are funded every time the employee achieves a pre-determined objective or when customers reach a particular purchase level.

While AEIS has multi-million-dollar programs in place with major accounts, the company also has small accounts with five cards, says Easter. “Just as we work with consumers who have a variety of spending habits, we work with companies that have a variety of reward needs.”

IF THEY HAVE EARS, THEY'LL HAVE INCENTIVE.



SIRIUS SATELLITE RADIO IS PERFECT FOR INCENTIVE PROGRAMS.

Nothing motivates like 110 channels of sports, talk, comedy, news and 100% commercial-free music. As Canada's favourite satellite radio provider, SIRIUS is ideal for corporate incentives, promotions and loyalty programs. And thanks to hassle-free bundles like our Sportster 4 radio with a pre-paid subscription, it's as easy to give as it is to love. Visit siriuscanada.ca/incentives to find out how SIRIUS can make your next incentive program a success.

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**...into
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Future Shop

Try to find a home that does not have at least several consumer electronics products. In fact, try to find one where the residents are not looking to buy new or upgrade existing ones, like the home computer. Now picture your company offering your employees or customers the largest selection of brand name consumer electronics available in Canada. If that is the reward you want to give, as thousands of companies do, then you want to work with Future Shop, Canada's largest, multi-channel electronics retailer. Future Shop gift cards allow recipients to choose from

Sears Canada: One card, so many choices

Companies are looking to give employees and customers the broadest gift card choice. Sears Canada's gift cards are redeemable in any Sears stores, including Home, Outlet and Dealer stores, through the Sears catalogue and online at sears.ca.

Available in any denomination from \$5 to \$500, the Sears gift cards can be used to purchase electronics, fashion apparel, jewellery, appliances, housewares, hardware, flooring and even travel.

"A wide variety of people have a wide variety of likes and interests and as Canada's premier department store, Sears offers a wide range of products and services," says Lisa Tamaki, Sears Canada manager of gift cards.

Until 2002, Sears Canada offered traditional paper gift certificates. The company then introduced reusable gift cards, and business has been booming – reflecting the growth in companies that are using gift cards as rewards for employees and as a way to acknowledge loyal customers or reward customers who make major purchases.

And Sears Canada can personalize the experience by customizing cards with company logos, recipient names and even short messages, said Tamaki.



Reward your employees with incentives from Sears

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Warm their hearts with a WestJet gift certificate, the perfect way to give that special someone a lift. Gift certificates* can be used to fly anywhere in the WestJet world, whether it's across Canada or to one of our sun destinations like Hawaii, Florida, Mexico and the Caribbean.

Book now at westjet.com or 1 800 538 5696.
Or call your travel agent.



WESTJET

BECAUSE OWNERS CARE

A Holiday Gift Guide for Marketers

Future Shop:

Electronics choice second to none

With over 125 stores spread across every province, Future Shop is a name that is very familiar to Canadians looking for the latest and greatest in name brand consumer electronics products. And companies are turning to Future Shop gift cards to fulfill their incentive programs.

"In the past, a company might have rewarded an employee with a computer. However, there are so many computer makes, models and configurations from which to choose, it makes more sense to give employees a Future Shop gift card and let them choose the computer systems they want or, MP3 players, software, flat-screen TVs, or you name it," says Anita Sehgal, director of marketing, Future Shop.

And if the gift card isn't quite the denomination required to buy the flat-screen TV or multimedia PC of the cardholder's dreams? "No problem," says Sehgal. "The card holder can contribute the difference and upgrade to whatever product he or she desires. Not only can Future Shop gift cardholders pick whatever they want from a vast array of consumer electronics, they also have access to trusted and personalized service from Future Shop sales associates who know electronics and can help shoppers make informed decisions."

an amazing array of consumer electronics products and appliances. The cards have no expiry dates, so users can wait for the object of their desire to go on sale or for the latest model to be introduced before making their purchase. "The cards are like cash, only better," says Anita Sehgal, director of marketing, Future Shop. "They are better than cash because if they are lost before they are activated, they can be replaced. In addition, cardholders can use cards online or check balances online or at local Future Shop stores."

The overall gift card business — giving gift cards at Christmas or for graduation, for instance — has grown tremendously over the last decade, but company incentive programs have really taken off over the last few years, Sehgal says. "The Future Shop promotion and incentive gift card program is an important and growing part of our business, reflecting the importance of rewarding employees and rewarding loyal customers."

Companies can purchase single gift cards of any value at any of over 125 Future Shop stores in Canada. However, if a company is going to make a large

Turn results.....
into rewards



purchase for a special incentive or gift-giving program or is going to offer incentive and loyalty programs on a regular basis, it can set up a corporate account with Future Shop and order gift cards by

phone or online. And regular corporate clients often find that they qualify for volume-based discounts.

"Canada is one of the world's most technology savvy and Internet-connected countries and people really love their electronic gadgets," says Sehgal. "A Future Shop gift card lets recipients buy products that they really want, and that builds loyalty and feels like a reward for a job well done."

SIRIUS Satellite Radio

When it comes to rewards, many companies are looking for non-traditional incentives that have greater value than a monetary gift, says Chris Brockbank, VP, marketing, with SIRIUS Satellite Radio (Sirius Canada). "Employment can be very competitive and companies looking to attract the best and the brightest have to differentiate themselves from competitors. A unique rewards program can help do that."

Brockbank believes a satellite radio from SIRIUS fills the bill. "We're new kids on the block and that's exciting. We offer a turnkey solution that gives recipients the ultimate choice in music, entertainment, sports and news."

The Sirius Canada incentives and rewards program has "taken off" since satellite radio landed in Canada in late 2005. Not only are companies using it to motivate and reward employees, but to reward vendors, suppliers and clients as well.

If you think that a satellite radio from SIRIUS limits you to one option, think again, Brockbank says. "We offer companies the flexibility of over 100 different combinations." Combinations include choosing from seven radios, a variety of channel bundling options and subscriptions that can run from three months to a lifetime. Most companies opt for a year or 24 months as that feels like a solid reward. It also gives employees or customers the opportunity to earn more time. "So in many ways," says Brockbank, "SIRIUS Satellite Radio is a gift you can keep on giving."

WestJet

When it comes to rewarding employees, many companies are using incentive programs to encourage a little rest and relaxation, says Michelle Noble, WestJet Vacations and groups sales center manager. "People often dream of taking a trip and giving

them a travel gift card is like making their dreams come true." "We've also seen companies use travel to reward customers," Noble says. For instance, a farming equipment company purchased over \$50,000 worth of travel vouchers to give to clients. While travel can be pricey, companies



Cadillac Fairview: It's like a mall shopping spree

Imagine how you'd feel if you won a shopping spree at the Eaton Centre in Toronto or the Pacific Centre in Vancouver. That's how employees feel when they receive the Cadillac Fairview shop! card from their employers.

The only national, multi-mall gift card in Canada, the shop! card can be used at over 4,000 retail outlets in 29 Cadillac Fairview premier properties across Canada. "When it comes to rewarding employee success or customer loyalty, that is a choice that is hard to beat. The shop! card can also be locked for shipping and safe storage until companies hand them out to their employees," said Susan Williams, Cadillac Fairview Corporation's director of national research and marketing. In addition to shopping at any Cadillac Fairview malls, cardholders can check their balances online, at Guest Service or via 1 800 #. And if a card is lost, it can be cancelled and a new one issued, so the cards are more secure and safer than cash.

The shop! card has proven to be so popular that companies holding contests or special marketing promotions often use them as prizes. "We have a program in place where we do cross-promotions with companies that want to use the shop! card as prizes," said Williams.

*Because every customer,
client and employee is different.*

But they all eat.



GIVE THE GIFT OF SIR CORP. GIFT CARDS. Redeemable at six very special restaurants in over 40 locations, the SIR Corp. card is the perfect gift for everyone from valued clients to what's-her-face from accounting. To order yours today, email us at giftcards@sircorp.com, call us at 905-681-2997 ext. 274 or visit sircorp.com.



Service Inspired Restaurants®

A Holiday Gift Guide for Marketers

don't have to cover the entire cost of a trip. "Receiving a gift card worth \$150 or \$200 is enough to motivate a person to kick in the difference for a trip or to work harder to earn the balance required to take a trip," she says.

WestJet can personalize travel cards, adding the recipient's name, the company name and even a short message, and can ship cards to end users or can send them to the employer to give out. "We can even deliver secure PDF travel vouchers by e-mail," Noble adds.

Ordering electronically now generates the bulk of WestJet's gift card business and, in a rewards twist, WestJet rewards corporate clients who buy online at westjet.com with one AIR MILES reward mile for every \$20 spent.

Some companies purchase \$500,000 per year in travel gift cards, Noble says. So it seems like the gift of travel has really taken flight.

Cadillac Fairview

When it comes to providing choice, you can't go wrong if you let gift card recipients shop at 4,000 retailers located in 29 malls across Canada. "That is what you are doing when you reward employees or customers with the shop! card from Cadillac Fairview," says Susan Williams, director national research and marketing with Cadillac Fairview Corporation Limited.

Looking to provide employees and clients with the widest possible choice, small and medium businesses, and large enterprises such as Bell Canada, IBM and Microsoft, have jumped on board Canada's only national, multi-mall gift card

and incentive program. "Since the program's inception in 2004, we have seen annual growth rates of 20% to 25%," says Williams.

Some companies buy for special occasions, such as year-end or Christmas, but many place monthly orders. Firms can buy shop! cards at local Cadillac Fairview malls or can set up corporate accounts and phone in orders. Cards can be locked for security, for shipping and storage until given to the recipient.

Companies like the program because it offers the broadest possible spectrum of choice at multiple locations. shop! card recipients like the choice of locations and products and the credit-card-like ease of use of the cards. Recipients can track balances on-line or by phone. They also feature added lost or stolen card protection. Cadillac Fairview retailers like it because it drives traffic to malls. "We call it a win-win-win situation," said Williams.

And there is another win. The national, multi-mall gift card program also helps differentiate Cadillac Fairview from its competitors.

Service Inspired Restaurants®

When people get a Service Inspired Restaurants® (SIR Corp.) gift card, they are in for a treat, no matter what their taste buds desire, because SIR Corp. dining experiences range from casual

to fine dining. SIR Corp. restaurants include Jack Astor's, Alice



The Service Inspired Restaurants gift card

Service Inspired Restaurants®:

An inspired gift card choice

Everybody has to eat, and most people love to eat. So companies cannot go wrong when they give a gift card that can be used to buy meals at restaurants run by Service Inspired Restaurants® (SIR Corp.). From beer and wings to lobster and champagne, SIR Corp. offers something to suit every mood and every occasion.

"SIR is focused on operating best-in-class restaurants, from casual to fine dining. The resulting high level of quality and attention to detail can be found in each of our restaurants," says George Kakaletis, SIR Corp. VP of marketing and branding. "SIR gift cards are the perfect incentive or gift because they represent more than a meal. They represent the experience of best-in-class food coupled with superior service." In other words, SIR gift card recipients receive a variety of dining options and great value no matter which option they choose. No one matches SIR Corp. in the flexibility of their gift card, from fun, family casual dining at Jack Astor's, to the upscale elegance of Far Niente.

Most SIR restaurants are located in the Greater Toronto Area. However, SIR's popular Jack Astor's restaurants can also be found in Nova Scotia, Quebec, Alberta, New York state and North Carolina. SIR Corp. gift cards - a gift for every craving!



Fazooli's Italian Grill, Canyon Creek Chophouse, Loose Moose and fine dining establishments such as reds and Far Niente. "A SIR Corp gift card is a unique reward that companies can give to employees, customers or suppliers," says George Kakalettris, SIR Corp VP of marketing and branding. "Many of our clients give them as part of employee development and recognition programs and customer loyalty programs." Companies like to reward employee groups and departments with SIR Corp. gift cards. Individual employees or customers who receive the cards have the opportunity to treat family or friends to a great night out. Since SIR gift cards have no expiry date, recipients can hold on to them for special occasions. SIR Corp. rewards companies that purchase \$1,000 worth of gift cards or more with a 10% bonus. Companies that qualify for the bonus can set up corporate accounts and have cards customized with company names and logos. SIR Corp. can ship cards to the company or add personalized messages and ship them to end users. •

A thank you that works overtime.

Show your gratitude with the Cadillac Fairview shop! card – Canada's first multi-store, multi-mall gift card that your employees can use to reward themselves in more than 4,000 stores in 29 of the finest shopping centres across the country. Available in denominations from \$10 to \$500.

Visit www.shops.ca for full details and mall listings.



Give back with a card that has the flexibility to please – and the security to reward.



Happy 25th Media Exper



**A**

MEDIA EXPERTS

THE FIRST 25 YEARS

The “family” media agency

◀ By Patti Summerfield ▶

**B****C****D****E****F****G****H**

A few remarkable achievements are evident when you peruse the details of Media Experts' first 25 years in business. The first is that a company starting up in Montreal with nothing but the naïve exuberance of youth has grown to be Canada's largest independent media management company. The second is the loyalty of both its clients and its staff, some of which have been with Media Experts since the early years.

CEO Mark Sherman founded Media Experts in 1982, and today the agency is responsible for more than \$250 million in media spending – 70% of which comes from customers that have been with the company for 10 years or more. Along the way the agency's growth has been highlighted by the launch and rise of Sega to Canada's number one video gaming system, the successful launch of Clearnet's PCS service, which brought in a record number of subscribers for a new network, and the pan-global management of Aldo shoes media investments since 1984.

[A] CEO Mark Sherman; [B] Debra Rosenthal, VP customer service; [C] Lisa DiMarco, COO; [D] Vasso Fragos, VP finance; [E] Carol Cummings, director of television services; [F] Penny Stevens, president; [G] Luc Cormier, EVP; [H] Richard Ivey, SVP customer service

How a Montreal-based indie won national friends and influenced the industry



Above and right: The growing Telus business has resulted in Media Experts opening offices in Toronto and Vancouver to better serve its longtime client

The Media Experts story all began when Sherman brazenly decided to embark on a career in media by opening his own agency. He had worked at a Montreal radio station while attending university, and stayed in radio afterwards on air, as promotions director, and then in sales management by the age of 25. While dealing with ad agencies in his media sales role, he became fascinated by the media buying business. When the radio station changed management, he decided to switch sides and open his own media agency.

Having no experience in the agency business himself, Sherman wisely formed a partnership with Toronto shop Media Specialists – and Specialistes en Media was born, opening its doors in January 1982. In March 1987 he bought out the Toronto partners and changed the name of his Montreal agency to Media Experts. At that time it also became the first Quebec agency to sign on to the Adtraq media planning and scheduling system, signaling Sherman's obsession with taking care of the agency's customers and providing them with the service, research and information they want.

"Good work is not only in an innovative billboard; it's in a valuation system and in the day-to-day protecting of the customer, the day-to-day vigilance in making sure what

creative agencies around, Taxi, was also a key factor fuelling success and growth. Paul Lavoie, chairman and CCO of Taxi, met Mark Sherman in 1992, the year Taxi opened in Montreal. Taxi was



you've bought gets delivered," Sherman says. "There's not a lot of praise sung for that, but it's very, very important."

Developing a great working relationship with one of the hottest

the creative agency for Manager Jeans, and Sherman handled media buying and planning and doing miracles on a shoestring budget. He describes Sherman as someone with lots of

timeline

1982 – a company is born

Mark Sherman sets up his Montreal company under the name Specialistes en Media in partnership with Toronto agency Media Specialists. Soon after plugging in the phones in January 1982, a call comes in from what becomes the firm's first client, Mike Submarines (now called Mike Restaurants).

The fledgling agency also picks up its largest piece of business, Pantorama Stores. A well-known retail chain, Pantorama is a 52-week-a-year advertiser spending \$1.2 million, but the budget is tight, so Sherman writes all of the client's radio spots. He says, "I would spend my Saturdays writing radio copy. It wasn't very good, though. There are just so many ways you can say, 'Levis 619 Jeans, \$24.99.'"

1984 – Aldo signs on

Media Experts' longest-running client relationship begins when The Aldo Group signs the firm as its AOR. Both companies and their relationship have grown greatly since then. Aldo now operates in 33 countries around the world, and Media Experts handles media planning and buying for its corporate stores in Canada, the US and the UK. Debra Rosenthal, VP customer service, begins working on the business in 1984, and today it's the only client she works on. Aldo Group brands include: Aldo; Aldo U.S.A.; Aldo Kids; Aldo U.K.; Globo; Transit; Stoneridge; Mondo; Feet First; and Spring.

Happy Anniversary Media Experts.



Here's to 25 years of being in the right place at the right time.



Media Experts



the future is friendly®



Above and below right: Aldo has been on board since 1984, representing Media Experts' longest-running client relationship

smarts married with just plain common sense – AND very ambitious, so when Taxi won the ClearNet (now Telus) account, Lavoie recommended Media Experts for the media assignment.

That relationship led to the opening of Media Experts in Toronto to handle the new account. "I'm sure that turned heads at the time," says Lavoie. "Since then, Mark's proven to be a valuable partner to us on Telus as well as the numerous other accounts we share. He's also a lot of fun to work with."

Case in point, Lavoie recalls Sherman's performance at a presentation Taxi and Media Experts were making to Moosehead Beer in Saint John, New Brunswick. "It

was his turn to speak. He jumped up, looked around the room, and started with a question: 'Paul, how much did you pay for your room last evening?' 'Two hundred bucks,' I replied. 'What category of room is it?' 'Standard.' 'Well, I paid \$115 and have the super deluxe suite. This pretty much sums up what I can do for you,' he said, and sat down. We didn't win the assignment, but Mark's been booking my travel since."

Lise Doucet, VP marketing for Telus, has worked with Media Experts since the beginning of the relationship between the companies and credits the agency as a key partner in Telus'

success. "I don't think they know the word 'no'. In our industry, change is a constant, and they have been so accommodating. They never stop going beyond what is required. We've been very lucky because the relationship with them and Taxi has really been a partnership. I equate it to a marriage – and if it's good, why leave?"

The relationship longevity thing isn't an isolated example. The Aldo Group named Media Experts as its AOR in 1984. La Senza hired the firm in 1987, while a number of others have been on the roster for 10 to 18 years. Agency executives Debra Rosenthal,



timeline

1987 – a buyout and a name change

In March, Sherman buys out his Toronto partners and changes the company name to Media Experts.

La Senza delivers a nice christening present to the newly named media shop in the form of its La Senza, La Senza Girl and Anne.X brands, which are currently celebrating their 20th anniversary as Media Experts clients.

1992 – a major player acquisition

Sega of Canada names Media Experts as its AOR and propels the agency into the big league. The account, its first major TV advertiser, starts with a budget of \$6 million and grows to \$14 million. The client company also grows, prompting Sega of America to bring Media Experts in as consultant on its US media planning.



25 years...
Way to go Media Experts!





Media Experts

*Congratulations
on 25 years
of excellence*

BOMBARDIER



ALDO



Thanks
MEDIA EXPERTS
for many years of great service!

1994 – new blue- and white-collar friends

Both Manager Jeans and Mark's Work Wearhouse / L'Equipeur, as well as accounting firm Roll Harris & Associates, join the fold.

1996 – new beginnings

A banner year for Media Experts, marking the beginning of two successful new relationships and the opening of a Toronto office. Taxi, an award-winning creative agency that also has its roots in Montreal, has just won the Clearnet business and asks Media Experts to be the media partner on what has the potential to become a major account. This provides the impetus for Media Experts to open a Toronto office. Of course, Taxi's belief in Clearnet is well-founded since the telecom company now known as Telus (since 2000), has grown considerably and allowed the two agencies to work together on innovative campaigns.

It's also the year Reitmans hands its portfolio of fashion brands to the shop: Reitmans; Penningtons; Smart Set; RW & CO; Addition Elle; Thyme Maternity; and MXM.

1997 – check-ins

The Intercontinental Hotel Group gives its bookings to Media Experts; so Holiday Inn, Holiday Inn Express and Crowne Plaza are now celebrating their 10th anniversary with the agency.

1999 – partying like lawyers?

Apparently even lawyers need a media AOR. Client Davies Ward Phillips & Vineberg signs on, and Henry's Cameras also gives its briefs to Media Experts.

2000 – survived Y2K, got into leather

Media Experts picks up the Telus Consumer Solutions account, and adds the Leucan and Novogen business to its growing portfolio. Frequent flyer Danier Leather also joins the roster.

2001 – a retail odyssey

Williams Sonoma Inc. crosses the border, bringing its Williams Sonoma, Pottery Barn and Pottery Barn Kids brands to Media Experts. It's also the year the shop picks up the Sanyo biz.

2002 – movies, fast cars and cool threads

Current clients Astral Media (The Movie Network, Super Ecran), Maserati and Le Château all choose Media Experts as AOR.



Media Experts staff at the time of the agency's 20th anniversary. Today there are more than 80 people and three offices.

VP customer service, and Lisa DiMarco, COO, have been with the agency for 22 years. Vasso Fragos, VP finance, joined the firm in 1990, while several other senior staff including Carol Cummings, director of television services, signed on with Media Experts more than 10 years ago. In recent years, other high-profile hires include Penny Stevens, president; Luc Cormier, EVP; Richard Ivey, SVP customer service; and Robert Jenkyn, VP on demand.

Obviously someone is doing something right. Rosenthal says, "The success of the company both from an employee and customer standpoint, begins with Mark. His passion, commitment, intelligence, professionalism and loyalty have been contagious. The service we provide is a huge part of keeping our clients. How we keep our employees, well, it's a little bit like a family."

Sherman, however, downplays his involvement and passes credit for the company's success to the staff, claiming his greatest skill is delegating. It's quite an

understatement from a man known for his negotiating prowess and strategic thinking skills, as well as his pioneering efforts in the areas of interactive TV and ROI research.

One of the things the company should be proudest of, says Rosenthal, is its orientation towards customer service, which trickles down from Sherman and is reinforced by the fact that clients are always referred to as customers. "We think it speaks more to customer service, focus and attention than the word client does," Sherman says.

This distinction is appreciated by Henry Fiederer, president of the Reitmans Division, a Media Experts customer since 1996: "They're not only a buyer of media but a strategic partner to us in terms of developing our brand. Our relationship with them goes beyond a client-customer relationship. They're a very important cog in the wheel."

Sherman also takes strategic direction responsibility on an industry-wide level. And he's been known to jump in when he sees an opportunity for Canada to lead, or when a wake-up call is required.

One such outcome is etc.tv. Sherman began to see the potential of interactive television in the early '90s while consulting with Sega on the Sega Channel, which allowed video games to be downloaded over cable into a Sega Genesis machine. Sherman became intrigued with the possibilities opened up via coax cable's data delivery capabilities, and by digital cable's addressability and bi-directionality.

"I saw a world where TV would become much more powerful and accountable," explains Sherman, "and we could have

the same verification of commercial delivery on TV as we do online."

In 2000, he established the ITV Lab at Media Experts in order to gain an understanding of how this change would affect his customers, spawning on-demand advertising and etc.tv. Today etc.tv is run by Ian MacLean, VP and general manager. It launched in Quebec on Videotron's illico digital cable network in April of last year. By using their cable remote, illico subscribers can link from 30-second commercials directly to long-form TV ads, on demand. It also allows bookmarking of the long-form ads so they can be watched at another time.

Major brands using the etc.tv service include General Motors, Ford Motors of Canada, Unilever, Procter and Gamble, Molson Canada, The National Bank of Canada and Videotron. This year, etc.tv plans to rollout cross Canada via agreements with the country's other leading digital cable distributors.

Another example of Media Expert's thought leadership involves ROI research. In 2004, when industry efforts to become more accountable were not moving fast enough for Sherman, he brought in New York-based media guru Erwin Ephron to develop a new planning model. Ephron used existing

media research and made adjustments to get a more realistic number of people likely to see an ad.

The efforts to maximize media spend continue to pay off. This anniversary year has been a busy one for Media Experts, with the opening of a Vancouver office in March and the staffing of it with Jeff Berry, VP customer service, and Mike Rumble as media account director. There have also been seven recent hires at the Toronto and Montreal offices, including Robyn Brooking as director of its direct response media group. And six new customers have joined the Media Experts family this year: Grey Power Insurance Brokers; Esko; the Royal Canadian Golf Association; Enersource Corporation; Best Buy/Future Shop; and ING DIRECT – which should be a particularly good union, as they also know a thing or two about saving money. ■



timeline

2003 – chips and chips

New York Fries and Telus Business Solutions (Quebec) come (and remain) aboard.

2004 – fashion and data

The additions of new clients Liz Claiborne Canada and Tommy Hilfiger Canada are among the highlights of 2004, as well as DECOMA and Canada News Wire.

2005 – heavy-hitter six pack

- Half a dozen serious players are added to the client list and have all stayed put: Bombardier; Biovail; Paladin Labs; Bayer Healthcare, Diabetes Care Division; Covenant House; and WestJet.

2006 – the group of seven

- The shop attracts more telecom and entertainment players: Amp'd Mobile; DECODE Entertainment; Ornge; Marc Anthony Group; O.K. Tire Stores; Dermtek Pharmaceuticals; and The Family Channel.

2007 – and now Vancouver

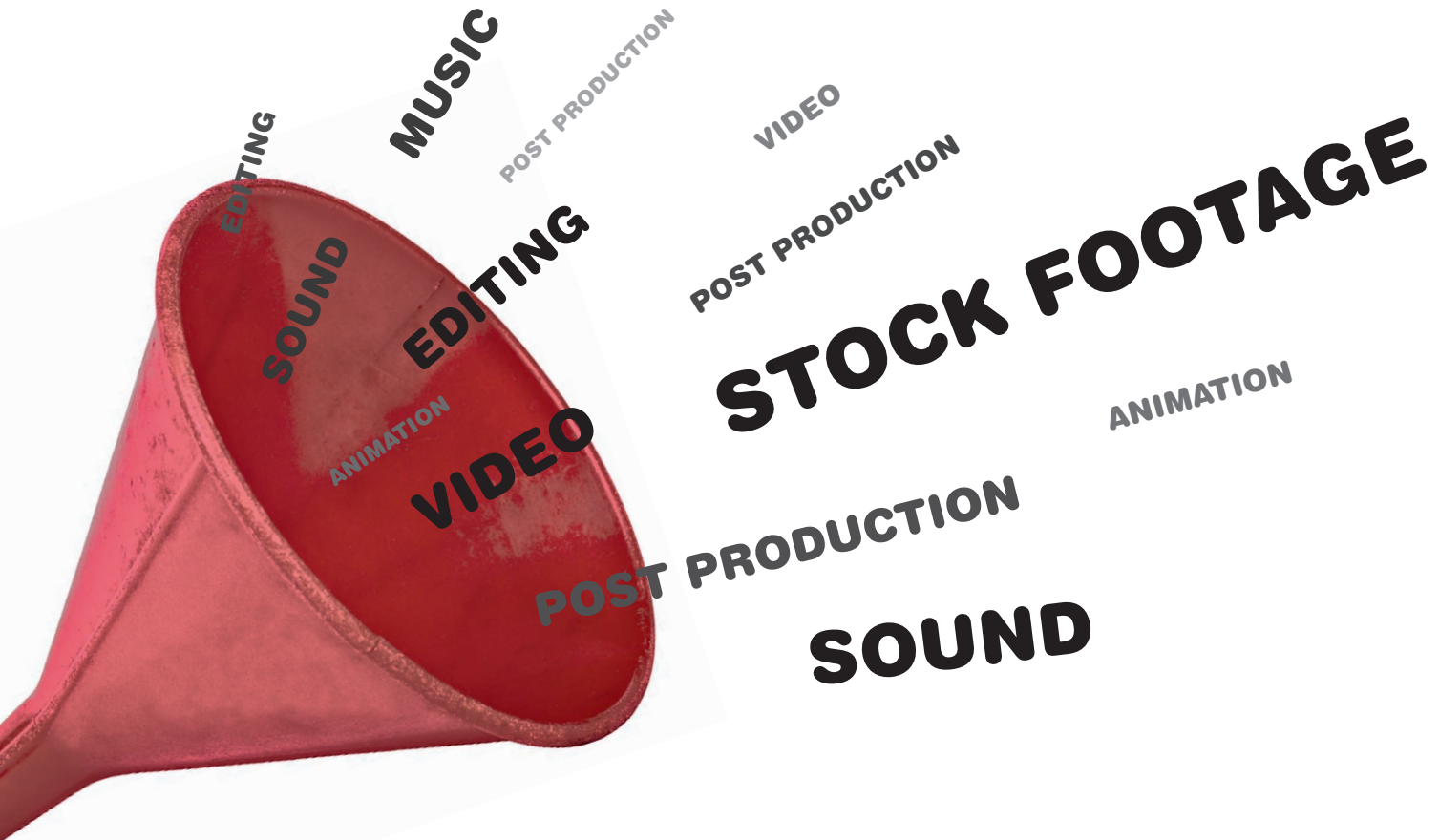
- Previously working only on the Telus Mobility account, Media Experts is offered the rest of the business – the wired-line portion. Media Experts opens a Vancouver office and hires two industry vets to run it. Jeff Berry, former VP/GM at OMD in Toronto, as VP customer service, and Mike Rumble, who was media director at M2 Universal Vancouver, as media account director.
- Account wins for 2007: Grey Power Insurance Brokers; Esko; Royal Canadian Golf Association; Enersource; Best Buy/Future Shop; ING DIRECT.



Congratulations on 25 Years of success!

Production Services:

A good craftsman is as good as his tools



The November issue of *strategy* features the hotly-anticipated announcement of the winners of the 18th annual Agency of the Year award. This is arguably the most sought after award on the Canadian advertising scene. In conjunction with the buzz around the November issue and the awards show on November 1, we are publishing a special supplement that will allow production services companies an opportunity to highlight their competencies to key agency decision-makers.

This is an invaluable opportunity for stock footage companies, audio/video post-production companies, animation companies, composers, etc. – anyone looking to grow their business with Canadian ad agencies – to share with our readers new technology, new business wins or even new hires. What sets you apart from your competitors? Now's your chance to take the spotlight.

**Booking Deadline:
September 28**

**Material Deadline:
October 12**

Please contact Carrie Gillis for details at 416 408 2300 ext 301 or e-mail carrie@strategy.brunico.com



◀ By Tony Chapman & Ken Wong ▶

HR thoughts

In their ongoing e-brainstorming re: strengthening the role of Canada's marketing industry, Queen's prof Ken Wong and Capital C CEO Tony Chapman identify talent recruitment and retention as an opportunity. To join the exchange, just e Ken, Tony or Mary with your ideas . . .

From: Kenneth Wong
[kwong@business.queensu.ca]
Sent: Friday, August 03, 2007, 11:50 AM
To: Tony Chapman
Subject: thought starters

Just gave a talk on Marketing approaches to HR. Reminded me of the brain drain issue you raised. Any thoughts on how we can use marketing to attract and retain the best?

From: Tony Chapman
[tchapman@capitalc.ca]
To: Ken Wong

You don't have to be a demographer to realize that the greatest crisis facing Canadian business in the coming decade is an aging and retiring workforce resulting in a scarcity of talent. Attracting, keeping and building the right talent base, calibrated to the needs of the business, might become as important as attracting, building and keeping the right customer base. Am I overreacting?

From: Ken
To: Tony

I know every CEO poll says this is the #1 issue. But HR seems to look for a silver bullet. They know different employees want different things but they insist on one-size-fits all. Maybe they're focused on maintaining "internal equity" but the problem cries out for positioning and segmentation and some "precision marketing".

From: Tony
To: Ken

I think you are absolutely right. This is an opportunity for the marketing departments and their agencies to step up and answer their CEO challenge. In an increasingly commoditized world, aggravated further by deflationary pricing and inflationary costs of goods, innovation will become the lifeblood of business. Innovation can only

occur in cultures populated by employees who are motivated, inspired and passionate about creating the future. Therefore, if the acquisition and retention of talent is a competitive tie breaker, it deserves the type of investment you are calling for.



From: Ken
To: Tony

But we have to recognize that different types of talent want different things - money may be a universal, but for some, the quality of work and work-life balance are equally or more important.

If so, we need to embrace innovative "promotions" (i.e. benefits) such as allowances for continuous training in areas like business writing and leadership, which Urban Systems does, or emulate Environics, which offers paid vacation travel to stimulate new thinking. Accenture and Ernst & Young LLP provide concierge services to help achieve some work-life balance, while Intuit offers paid volunteer leave.

There's also assorted wellness programs - Microsoft offers personal trainers, massage therapists, acupuncturists and nutritionists - or even something simple like Sandvine's welcome basket for new hires.

But the trick isn't just to be creative in new programs but to link these to specific objectives related to how we want to be

positioned as an employer. Sandvine is a perfect example: their founder, Dave Caputo is said to have designed his company's corporate culture before they started designing products. This thinking led Sandvine to give every new employee a box of Timbits to share with co-workers: it's a lot easier to leave a company than it is to leave friends.

In short, it may be HR but we can do it with a marketer's touch. I'd love to hear people's ideas about how to segment employees, how to brand internally, and what kinds of benefits they think would be appropriate given their company's positioning.

From: Tony
To: Ken
CC: Mary Maddever
[maddever@brunico.com]

How about an open invitation to *strategy* readers? We ask them to send in their best idea for deploying marketing strategy or tactics to attract or retain their employees. And publish the best.

From: Mary
To: Ken, Tony

Kay. I expect lots of brilliant HR ideas landing in my mailbox, and predict whoever we include will either get lots of resumes, or job offers.

Ken Wong is a career academic at Queen's School of Business where he's obsessed with practicing what he preaches. Tony Chapman is an entrepreneur/career brand guy, and is obsessed with protecting and promoting Canada's role in the global ad biz. As CEO of a Toronto-HQed indie agency, he will always resist the overtures of the multinationals.



◀ By Will Novosedlik ▶

Wanna drive? Think like Clive

We tend to think of branding as a discipline practised only by the kinds of large consumer companies that invented it. Companies like Procter & Gamble, Nestle, Coca-Cola – and, these days, Apple, Starbucks and T-Mobile – all come to mind as icons of the arcane art.

But of course branding happens at all levels of business and culture, from the global to the local, the institutional to the personal, the intentional to the unintentional. It is this last category – the one where branding happens whether you intend it to or not – that I would like to explore.

All kinds of businesses populate this category, but in North America, one standout is the taxi business. For these companies, almost no marketing or branding happens above or below the line. They don't advertise outside the Yellow Pages, they don't do direct mail, they don't have sexy websites, loyalty programs, customer service departments or formal training programs for frontline operators.

Given all that, it is no surprise that when it comes to brand experience, they are generally atrocious. One would expect that the basic rule of driving a cab is to get your customer safely from point A to point B in the shortest possible time, using the most direct route, like on a train or in an airplane.

If only that were the case. If you live in Toronto or, to some extent, Montreal and Vancouver, chances are that's the last thing that will happen. Your driver will likely have far less familiarity with the city than most of his customers do. The result is usually a longer, more expensive ride, and not because he is driving within the speed limit; more often than not, you feel like you are in a high-speed chase on the backstreets of Kabul. No, it's because the guy just doesn't know where he is going.

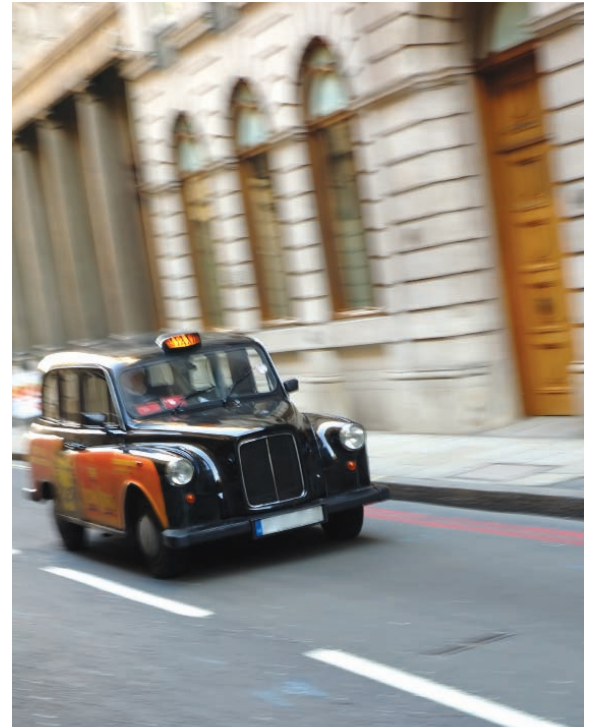
It really irks me that I have to pay extra for a driver who takes longer to get me to my destination. So the other day, while stuck in the back of a particularly smelly cab listening to a hardbitten dispatcher spout off in tones of exasperation over

a crackly two-way radio while trying to manage his fleet through the morning rush hour, I wondered: why the devil hasn't anybody figured out how to do this better? How hard can it be?

There are certainly great examples in other cities. Take London, England. To qualify for a cabbie's licence in that town you have to spend two full years studying. At the end of that, you are tested on your knowledge of the city, and on your ability to find the most direct route to your customer's destination.

There's a cab company in London for women customers only called Pink Ladies. The drivers are all women, trained in self-defence, customer care, first aid and working with the disabled. Drivers always wait until the passenger is safely inside her destination. Every car is equipped with GPS. None of them carries cash. You become a member for one pound sterling. It has been so successful that it is being franchised in other cities.

In Prague, there is a company called AAA.



Why the devil hasn't anybody figured out how to do this better? How hard can it be?

All you need to do is call them once from your mobile phone, and after that they greet you by name. They also know whether to speak to you in Czech or in English. You can even text them with your order if you prefer.

So here's the formula: start a cab company that thoroughly trains its drivers, not only in the lay of the land, but also in customer service. Capture customer data and use it in a way that makes them feel like you actually know them. Equip your cabs with GPS to assist drivers in route selection and keep them abreast of traffic snarls that could deter their progress.

If you did all that, you could damn well charge a premium! People would gladly pay more if they were treated well. Then

your template could be replicated in any number of major cities across the continent. Maybe the world.

Look at WestJet: it was started by a guy who was simply fed up with the deplorable experiences he had on what was then the only available airline. Why not pull that model out of the air and put it to work on the street?

Will Novosedlik is partner at Toronto-based Chemistry, a brand collaborative which links strategy to communication, organizational performance and customer experience. will@chemistrylab.ca.

HARD TO SWALLOW

The new truth in **PACKAGING**

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With recent news that Aquafina comes from the same not-so-exotic source as your garden variety tap aqua, it seems that anyone with faucets can bottle their own. Here are a few of the more interesting brands you can expect to see in the coming months, courtesy your pals at St. John's, NL-based **Target Marketing and Communications** (whose water-related expertise extends to fierce performance in the Royal St. John's Regatta).



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